Provincial Government of the Western Cape
Department of Health
Chief Directorate: Human Resources
DIRECTORATE NURSING SERVICES

PROVINCIAL NURSING STRATEGY

“Passionate About Nursing”
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<td>Associated Psychiatric Hospitals</td>
</tr>
<tr>
<td>CPD</td>
<td>Continuous Professional Development</td>
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<td>CSP</td>
<td>Comprehensive Service Plan</td>
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<tr>
<td>DoH</td>
<td>Department of Health</td>
</tr>
<tr>
<td>EN</td>
<td>Enrolled Nurse</td>
</tr>
<tr>
<td>ENA</td>
<td>Enrolled Nursing Auxiliary</td>
</tr>
<tr>
<td>FET</td>
<td>Further Education and Training</td>
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<td>HRP</td>
<td>Human Resource Plan</td>
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<td>ICU</td>
<td>Intensive Care Unit</td>
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<td>NQF</td>
<td>National Qualifications Frameworks</td>
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<td>Registered Nurse</td>
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<td>South African Nursing Council</td>
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<td>South African Qualifications Authority</td>
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<td>WCCN</td>
<td>Western Cape College of Nursing</td>
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<td>WCRC</td>
<td>Western Cape Rehabilitation Centre</td>
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Acknowledgement

The Directorate Nursing Services wishes to acknowledge and thank all the stakeholders and individuals who contributed towards the development of this document by availing themselves to write, comment on and provide inputs.

Appreciation is extended to the following key role-players who made significant contributions:
Top Management of the Provincial Department of Health (TMM)
Provincial Nurse Managers Forum
Nursing Education Institutions (including Higher Education Institutions, Nursing Colleges and Nursing Schools)
Human Resources Chief Directorate which include:
  Human Resource Management Directorate
  Human Resource Development Directorate
  Labour Relations Directorate

The Nursing Services Directorate would like to give due recognition to the former Nursing Manager, Mrs Ray Arendse and team who played an instrumental role in the formation of this Strategy.

On a personal note I would like to thank my managers whom are responsible to manage the sub-directorates within the Directorate: Nursing Services, namely Ms Florence Africa and Mrs Volene Werely, for their continuous support and contributions during the shaping of this document.

Tendani Mabuda
Director Nursing Services
Preface: Head of the Department

This Provincial Nursing Strategy is part of the interventions by the Provincial Department of Health aimed at addressing the challenges faced by nurses and the nursing profession in the province. Nurses are more than 40% of the Provincial Department of Health workforce and are at the coal face of the health care service delivery system. Nurses play a critical role in ensuring that healthcare services are equitable and accessible as envisaged in the province Comprehensive Service Plan for Health Care 2010. Nurses spend many hours daily in mobile clinics, local authority clinics, Community Health Centre’s and Hospitals providing both specialized and general nursing care.

As part of the global community, the nursing profession in South Africa and in particular the Western Cape Province is faced with a number of challenges ranging from the shortage of professional nurses, high attrition rates, migration and an increasing burden of disease, stretching already limited resources. To address these challenges a comprehensive approach that is tailored to respond to the needs of the province is required. This has prompted the Department and the nursing community together with stakeholders across the province to develop the Western Cape Provincial Nursing Strategy.

I hope that the implementation of this Provincial Nursing Strategy, coordinated by the Directorate Nursing Services, will indeed improve the image of nursing profession in the province, improve the quality of nursing care and strengthen nursing profession as a pillar of our health care service delivery system.

Signed
Professor Craig Househam
Head Health: Western Cape
August 2009
Executive Summary

I am pleased to present to you the Provincial Nursing Strategy, which was developed after many consultative meetings and workshops with the nursing community, Human Resources, Labour, Nursing Education Institutions (including Higher Education Institutions, Nursing Colleges and Nursing Schools) and the Provincial Nurse Managers Forum coordinated by the Nursing Services Directorate in the Province. This has not been an easy task as the challenges faced by nursing profession is not unique to the Province but a product of the global nursing shortage which continues to threaten the profession and the ability of the world governments to meet the millennium development goals. While focusing on the Provincial nursing challenges, the development of this strategy has therefore taken into cognizance the global nursing trends and challenges and contextualizes this in the Province.

In this strategy special attention is given to the four focus areas which are Nursing Practice, Nursing Education & Training, Nursing Leadership, Nursing Regulation and Social Positioning. As part of the implementation plan, the Province has developed the Provincial Integrated Nursing Training Model, Nursing Training Plan, and a Coordinated Clinical Placement System in line with both the Provincial and National Nursing Strategy.

Tendani Mabuda
Director Nursing Services

“Passionate about Nursing”
1. INTRODUCTION

Shortage of nurses is a global phenomenon affecting both the developed and the developing countries; however in developing countries this is worsened by continued recruitment of nurses by the developed countries such as – United Kingdom, United States of America, New Zealand and Australia, to just mention the few. South Africa like any other developing country is also facing drastic shortage of health human resources and in particular the registered nurses. This shortage of nurses continuously threatens the provision of quality care in health facilities as nurses are the core of health service delivery and in most instances provide up to 80% of health services.

According to South African Nursing Council report there are only 203948 nurses in the South Africa to serve a population of 47 million people. These nurses are registered in the following categories, Registered Nurses (103792), Enrolled Nurses (40582) and Enrolled Nursing Auxiliary (59574). Not all of these nurses are currently practicing as some of these nurses are either working aboard, retired, in private business or working for other multinational corporations but still maintaining their registration. Therefore the actual number of nurses practicing in South Africa might be less than the figures above. On the other hand the country is experiencing a gradual decrease in the number of young people choosing nursing as a career-path and coupled with this is the decline in the number of output of qualified registered nurses from the universities and the nursing schools. Added to these challenges are the socio-economic and political reforms, changes in disease burden and medical technology, escalating costs of medical insurance, with the result that our communities demands for quality services, managed care, short hospitalization, competent skilled professionals becomes more eminent.

The Provincial Government of Western Cape (PGWC) Department of Health (DoH) has also in recent years experienced a shortage of registered nurses in general and specialty nursing respectively as well as enrolled nurses. As at the 16 May 2008 the Department had on its establishment 10,824 filled nurses’ posts, with a significant number of specialty and general nursing posts remaining vacant. The PGWC has therefore developed a Provincial Nursing Strategy aimed at addressing provincial nursing challenges such as nursing education and practice.

The implementation of Provincial Nursing strategy was regarded as an important milestone towards addressing these challenges, attaining the goals of Health Care 2010 and the Comprehensive Service Plan (CSP). Health Care 2010 was developed to improve the quality of health care service delivery within the Department. The Comprehensive Service Plan gives direction to the implementation process whereby service will be rendered at the appropriate level of care by amongst others nurses who are skilled, knowledgeable and competent nursing practitioners.
Priorities and implementation plan for the next five years were developed from an assessment of the current provincial nursing situation, guided by National Nursing Strategy, Comprehensive Service Plan, National and Provincial health policies.
2. PURPOSE OF THE NURSING STRATEGY

This strategy endeavors to address the challenges faced by nursing in the Western Cape in the following areas, i.e. Nursing Ethos and Practice; Nursing Education and Training; Nursing Regulations and Leadership; Social Positioning and Professionalism and Resources for nursing.

3. THE GOAL OF THE NURSING STRATEGY

The achievement of the goals of Healthcare 2010 is reliant upon the provision of constant supply of health science professionals and support staff at sustainable levels to ensure effective service delivery. The goal of the strategy is therefore to maintain an adequate supply of nursing professionals who are appropriately trained, educated, distributed and deployed to meet the health needs of all Western Cape residents.

4. THE OBJECTIVES OF THE NURSING STRATEGY

The Provincial Nursing Strategy is based upon the principles on the provincial Human Resource Plan (HRP) and Health Care (HC) 2010 principles.

- Right persons are recruited at student and entry level to ensure that the caring ethos is uphold and the highest professional standards and accountability are demonstrated
- Accessibility of nursing to all Western Cape residents
- Nursing practices are redesigned and aligned with current service requirements and fiscal and demographic realities
- High-quality education and training
- Continuous Professional Development strategy is maintained to provide, in so far as possible, competent skilled personnel
- Effective collaboration with all stake-holders
- An enabling, adequately resourced environment is provided for nurses
- Nursing ethos of empathy, caring, sense of commitment, and pride in the profession is maintained.
- Nurses becoming a legitimate part of the health team
- Nursing leadership and management skills are enhanced and strengthened
5. BROAD STRATEGIES AND PRIORITIES GUIDING PROVINCIAL NURSING STRATEGY:

5.1 NURSING ACT 33 OF 2005 AS AMENDED

5.1.1 Scope of profession and practice of nursing (Chapter 2, section 30)

Nursing Act No. 33 of 2005 as amended makes provision for the scope of practice for different categories of nurses.

5.1.2 Community Service (Chapter 2, section 40)

The Nursing Act No. 33 of 2005 as amended makes provision for the introduction of community services for nurses in 2007.

5.1.3 Education and Training (Chapter 2, Section 42)

“(1) An institution intending to conduct a nursing education and training programme in order to prepare persons for practice in any one of the categories contemplated in section 31 must first—

(a) apply to the Council in writing for accreditation and submit information on—

(i) the education and training programme to be provided; and

(ii) how it will meet the prescribed standards and conditions for education and training;

(b) furnish the Council with any additional information required by the Council for purposes of accreditation or approval of the education and training programme; and

(c) pay the prescribed fee.

(2) The Council may refuse any application made in terms of subsection (1) or grant conditional or provisional accreditation.

(3) Subject to subsections (1) and (2), the Council must issue an accreditation certificate for a nursing education institution and for each nursing programme offered by that nursing education institution.

(4) A person who contravenes a provision of this section is guilty of an offence and is liable on conviction to a fine or to imprisonment for a period not exceeding two years or to both a fine and such imprisonment.”
Healthcare 2010 sets out the strategic direction of the Western Cape Department of Health and supports the vision and mission of the National Department of Health. The Nursing Strategy will be aligned with the principles of Health Care 2010 mentioned below.

**Underlying Principles of Healthcare 2010**

5.3. **COMPREHENSIVE SERVICE PLAN (CSP)**

The Comprehensive Service Plan arising from Healthcare 2010 reshapes service delivery in the Department to ensure management of patients at a level of care that is most appropriate to their need, thereby maximising the provision of health services with the available resources.

5.4. **PROVINCIAL HUMAN RESOURCE PLAN (HRP)**

The aim of the HRP is to ensure that the Department complies with the legal requirements which will assist heads of institutions and nursing managers to successfully implement the CSP. This strategy will strive to ensure the following: *Right people for the right job with the right skills in the right place at the right time for delivery of quality nursing services.*
7. **ENABLERS**

- Implementation of Integrated Nursing Training Framework/model
- Establishment of WCCN Campuses in the rural regions of Western Cape
- SANC accreditation for WCCN Boland and in future George Campuses
- Accreditation of additional clinical placement facilities across the province
- Increased number of accredited basic and post basic nursing program at WCCN
  - 1 year Diploma in Clinical Health Assessment Treatment and Care (R48)
  - RPL policy for upgrading of CNP approved by WCCN senate in March 2009
  - 1 year Diploma in midwifery (R254)
  - WCCN is accredited and has capacity to train the following 1 year post basic diploma programs in terms of Government Notice No R 212 of 19 February 1993 as amended:
    - Medical Surgical Nursing Science: Trauma and Emergency
    - Medical and Surgical Nursing Science: Critical Care Nursing
    - Medical and Surgical Nursing Science: Operating Theatre
  - Advanced Psychiatry Nursing Science (R212) – APH –Metro East Campus – recurruculation in progress
  - Medical and Surgical Nursing Science: Orthopedic Nursing (R212) - recurruculation in progress

7. **CHALLENGES**

- Lack of adequate funding for:
  - Replacement cost while students are attending classes
  - Running costs were there is additional intake of students
  - High training costs by the private training providers (i.e. nursing schools and HEI’S estimated at R12000 – R18000 per learner per academic year)
- Slow progress in accreditation of additional programs and clinical facilities by SANC
- New Nursing Qualifications Framework with potential phasing out of legacy qualifications and impact on the status of nursing schools/Colleges
- Department not fully utilizing the available training capacity / opportunities for post basic courses at WCCN
- Lack of accredited training providers for some nursing programs (e.g. Orthopedic Nursing / Forensic Nursing)
- Lack of suitable applicants meeting the selection criteria for the basic 4 year diploma nursing program
- Lack of mentors
8. STRATEGIC FOCUS AREAS

8.1. Nursing Practice
8.2. Nursing Education and Training
8.3. Nursing Leadership and Management
8.4. Human Resources

9. DISCUSSION

The four strategic focus areas will be discussed and strategic objectives, activities, implementation partners, output measures and timeframes for each have been identified.

9.1. NURSING PRACTICE

9.1.1. Scope of Practice for Nurses

In terms of the Nursing Act No.33 of 2005 as amended, the scope of practice for a staff nurse has been expanded, thus the implication for nursing that the optimal use of the staff nurse category in the clinical setting be made to allow maximization of the utilization of the professional nurse in the appropriate clinical settings. The retraining of the staff nurse for this new role are to be planned during the transitional stage as it is critical that this resource be maximized in view of the critical shortage of professional nurses.

9.1.2 Accommodation

Inadequate accommodation is a major concern not only for recruitment and retention of nursing personnel, but for clinical placement of nurses during training and community nursing service. Although the provision of accommodation for health personnel is not the department's core business, the inability to provide accommodation results in the loss of much needed nursing resources and impacts on service delivery. Lack of accommodation within the vicinity of the hospitals also defeats the Department's recruitment and retention drive. It is therefore imperative that the Department consider decommissioning of nurses homes and also explore possibilities of partnerships with private businesses who might be interested in this venture.

9.1.3 Work Environment

The improvement of the physical work environment for nurses is important thus enhancing services delivery and the gaining of proper work experience.
9.1.3.1 Work load

In addition to the short supply of nurses there is the additional burden of compensating for the unavailability of adequate support staff. Nurses are engaged in non-core nursing functions such as administrative, porter and housekeeping activities which separate them away from patients causing less time to do their nursing tasks, adding to experiencing of stress. The acuity of the patients, and the number of patients, has increased as a result of the impact of HIV and AIDS. These patients need more intense care which increases the workload. In some facilities other health assistants have been introduced, such as turning teams etc. The use of other categories is being explored such as Theatre Technicians and Ward Aides to alleviate the load.

9.1.3.2 Occupational Health and Safety

Occupational Health and Safety policies and guidelines provide best practice information and guidance to assist health personnel with health and safety in the workplace. An outsourced Employee Assistance Programme is provided to assist with wellness in the workplace. Concerns for safety and security of staff in particularly high risk areas must be addressed. The location of certain health facilities causes health personnel to be more vulnerable than others. Increased security measures in these facilities are necessary to ensure the safety and security of the nursing staff.
9.2 NURSING EDUCATION AND TRAINING

As mentioned in the introduction a more radical approach is required to create a sustained improvement of nursing shortage. This is discussed below:

9.2.1 Strategic Priorities for Nursing Education and Training

- The development of the integrated Nursing Education and Training Model in line with the South African Nursing Council amended qualification structure will address the current nursing shortages by maximizing the current training opportunities and available resources.
- Establishment of nursing campuses of WCCN in rural geographical regions
- Coordination of formal nurse training programs and initiatives within the Department ensuring that nurse training is addressing the CSP needs and strategic focus of the Department and complies with nursing and education legislation.
- Development and implementation a Coordinated Clinical Placement System

9.2.2 Planned Quality Improvements Impact on Service Delivery

9.2.2.1 Long term planning

It takes four years of training for a nurse to be available as a registered nurse to be recruited into the services. Graduates require an additional one year for a post basic qualification within a specialty area. As a result it is critical that an investment in nurse training yields graduates who meet the requirements of the health services.

9.2.2.2 Sustainable Levels of Nurses for Quality of Care

9.2.2.2.1 Balancing Supply and Demand

Staff attrition is a reality for any organization. However, there must be a matching plan to ensure that vacant posts are filled. The acceleration of the training of nurses will assist to balance supply and demand. However, if a balance between supply and demand is not kept service delivery will be compromised, with the implications of higher levels of patient mortality and morbidity.

9.2.2.2.2 Scarce Skills

When nurse training levels do not keep pace with CSP targets, the situation will lead to a wider gap in the skills mix needed with a compromise to the quality of health care. It is therefore imperative that the CSP targets are met.
9.2.2.3 Quality of Care

The correct mix of nursing skills is required to improve the quality of care by ensuring that not only nurses are trained, but the full spectrum of the multidisciplinary team who render health care services. The sustainability of quality care in this regard must be maintained.

9.2.3 Analysis of Constraints and Measures Planned To Overcome Them

9.2.3.1 Restructuring of the Departmental (public) Nurse Training Platform

The current training of nurses is fragmented, therefore the province must deal with the current nursing crisis effectively through the implementation of a holistic, integrated approach. This calls for a new radical approach and strategy towards nursing education and training, thus doing “business unusual”. The proposed model seeks to establish the nursing schools as the satellite campuses of the college, in order to ensure that nurse training is coordinated and integrated at all levels.

9.2.3.2 Midwifery Training (basic program): Diploma in Midwifery for Registration as a Midwife, Government Notice No. R. 254 of 14 Feb 1975 as amended.

The Western Cape College is accredited with SANC and will therefore be offering the course as from the 2009 academic year. The approved curriculum will be used by the Campuses and nursing schools (satellite campuses) of the WCCN. It is envisaged that the first intake at the main campus will be in June 2009.

9.2.3.3 Psychiatric Nursing Training (basic program): Diploma in Psychiatric Nursing for Registration as a Psychiatric Nurse, Government Notice No. R. 880 of 2 May 1975 as amended.

There is a great shortage of registered nurses with psychiatric nursing training. The only registered nurses available to staff the psychiatric facilities are from R425 program from the universities and colleges were the output is insufficient. The South African Nursing Council (SANC) has accredited Associated Psychiatric Hospital College (APH) (future WCCN Metro East Campus) to offer one year basic psychiatric nursing science program (880) the first 12 cohorts have started in July 2008.
9.2.3.4 Nursing Schools

Although the nursing schools are well positioned as training institutions for nurses the training programmes are fragmented and not well co-ordinated and in most instances do not address the strategic needs of the Department. Each nursing school has its own selection criteria with the result that some nurses, especially those from Primary Health Care, are not accommodated on the courses and therefore they seek other options, such as training opportunities offered by the private sector within the province or training providers in other provinces. The lack of consistency and uniform selection criteria further causes low morale of staff and unnecessary conflicts with the labour organization. Some of the training schools in the Department train less than ten students at a time which is not cost effective. The above situation is complicated by the fact that only two nursing schools within the province offer the bridging course, namely the Western Cape Rehabilitation Centre and George and Hospital Nursing School. The majority of public nursing schools train Enrolled Nurses (EN) or Enrolled Nursing Auxiliary (ENA). In terms of the CSP the Department should train more registered nurses than enrolled nursing auxiliaries and should also bridge more enrolled nursing auxiliaries to enrolled nurses. The Province has an oversupply of 1 088 enrolled nursing auxiliaries; while the CSP requires additional 584 enrolled nurses and 1 399 registered nurses respectively. Therefore the provincial nursing schools must reduce the number of enrolled nursing auxiliaries they train, and start bridging the available enrolled nurses to registered nurses in order to close the gap.

9.2.3.5 Western Cape College of (WCCN)

The WCCN offers a four year diploma nursing program: Diploma in General (Psychiatric and Community) and Midwifery nursing science: Government Notice No R. 425 of 22 February 1985 as amended and 1 year post basic diploma programs in Government Notice No R 212 of 19 February 1993 as amended: Medical Surgical Nursing Science: Trauma and Emergency; Medical and Surgical Nursing Science: Critical Care Nursing; Medical and Surgical Nursing Science: Operating Theatre. The number of nurses being trained in post basic courses is fairly low. It is therefore envisaged that the College fully utilize this capacity to offer accredited post basic courses to alleviate the shortage of nurses in specialty areas such as ICU, Theatre and Trauma. The Province has a rich clinical learning environment which if properly and fully utilized and clinical placement between the private and public nursing students were fully coordinated could yield better results and maximum output.
9.2.4. Relief Posts for Training

In order to promote training and increase skills capacity it is important to create capacity for nurse managers to release potential candidates for further training. Inability to release potential candidates due to lack of capacity in nursing establishments has hampered training in the past. However with the implementation of resolution 1 of 2007 the situation should improve as a number of leave days for nurses has been reduced to min 22 and 26 days respectively.

9.2.5. Clinical Placement of Nursing Students

The South African Nursing Council (SANC) has incorporated the accreditation of clinical learning facilities as a compulsory component for all Nursing Education Institutions that offer programmes registered with SANC. This will ensure that learners are able to meet the learning outcomes and become competent in the skills they need to master. Quality clinical placement across a variety of venues is vital to the development of capable and competent professional nurses. Clinical placement is therefore recognized as the core of nursing education.

The increasing demand for clinical placement of nursing students, resource constraints, lack of coordinated clinical placement system and other factors has an impact on clinical placement, making it difficult for training providers to find clinical placement opportunities at the current accredited health facilities. A Clinical Placement Coordinator has been appointed to effectively facilitate the management and coordination of the clinical placement system in the Province.

This coordinated clinical placement system will ensure that:

- The Provincial Nursing Strategy inclusive of the Provincial Training Plan is implemented effectively and efficiently.
- Clinical Placement of nursing students from the NEIs is coordinated to ensure that the students achieve maximum benefits from available learning opportunities without compromising patient care.
- The number of students allocated per health facility is controlled and is in line with SANC approval and the capacity of the clinical facility.
- There is an increase in number of accredited clinical placement facilities in the province to accommodate the training requirements of all formal nursing training programs.
- There is sustainable increase in the number of nursing students placed in health facilities across all districts (including rural districts) in the Western Cape.
9.2.6. **Requirements for Accelerated Training**

In order to increase the production of nurses there are critical factors that must be addressed. These include:
- Available clinical placement facilities for learners at health care facilities.
- Human resource capacity to release nurses for training as mentioned in 3.1.6
- Adequate numbers of mentors must be in place

9.2.7. **Retention of Nurses**

The need to ensure retention of nurses after investment in their training through granting bursaries, study leave is imperative. This requires improvement of the working environment of nurses and their level of remuneration. Although nurse’s salaries remain one of the primary reasons for nurses to leave their employment, the importance to look at the work load and also to give special attention to adequate nursing establishments, support services, and opportunity for further development will remain to be a priority.

9.2.8 **Targets for Production of Nurses**

Determining targets for training of nurses must be based on a gap analysis, i.e. the difference between what is currently available and what is required in terms of the Comprehensive Service Health Plan for 2010. Demographic factors of the current nursing establishment, such as an age analysis, should be considered when developing long-term production strategies. It is essential that planning for training takes cognizance of the fact that training periods of professional nurses are relatively long, averaging 4 years with additional years for specialization.
Table 1: Number of nurses being trained at Public Nurse Training Institutions.

<table>
<thead>
<tr>
<th>Nursing Colleges and Schools</th>
<th>District (Geographical)</th>
<th>Nursing Qualification</th>
<th>2007/08</th>
<th>2008/09 Target</th>
<th>2009/10 Target</th>
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<tr>
<td>Western Cape College of Nursing</td>
<td>Metro</td>
<td>Nurse (General, Psychiatric and Community) and Midwife: Government Notice No. R. 425 of SANC Government Notice No R. 425 of 22 February 1985 as amended</td>
<td>613</td>
<td>965</td>
<td>1185</td>
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<td></td>
<td></td>
<td>Number of professional nurse employees admitted to post basic nurse training programmes. SANC Government Notice No R 212 of 19 February 1993 as amended</td>
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<td></td>
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<td>Diploma in Clinical Nursing Science, Health Assessment, Treatment and Care: No. R. 48 of 22 Jan1982 as amended ¹</td>
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<td>Sub-Total basic and post basic nurse training</td>
<td>643</td>
<td>1005</td>
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<td>APH College</td>
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<td>Groote Schuur Hospital Nursing School</td>
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<td>Bridging Course for Enrolled Nurses Leading to Registration as a General Nurse or a Psychiatric: SANC Government Notice No R. 683 of 14 April 1989 as amended ¹</td>
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<td>Sub-Total basic and post basic nurse training</td>
<td>74</td>
<td>70</td>
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</tr>
<tr>
<td>Tygerberg Hospital Nursing School</td>
<td>Metro</td>
<td>Course Leading to Enrolment as a Nurse: SANC Government Notice No R 2175 of 19 November 1993 as amended</td>
<td>63</td>
<td>31</td>
<td>70</td>
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<tr>
<td>Western Cape Rehabilitation Centre Nursing School</td>
<td>Metro</td>
<td>Bridging Course for Enrolled Nurses Leading to Registration as a General Nurse or a Psychiatric: SANC Government Notice No R. 683 of 14 April 1989 as amended</td>
<td>40</td>
<td>32</td>
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<tr>
<td></td>
<td></td>
<td>Course Leading to Enrolment as a Nurse: SANC Government Notice No R 2175 of 19 November 1993 as amended</td>
<td>40</td>
<td>25</td>
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<tr>
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<td>Course Leading to Enrolment as a Nursing Auxiliary: SANC Government Notice No R 2176 of 19 November 1993 as amended ³</td>
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<tr>
<td></td>
<td></td>
<td>Sub-Total basic and post basic nurse training</td>
<td>106</td>
<td>57</td>
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<tr>
<td>Public Nursing Colleges and Schools</td>
<td>District (Geographical)</td>
<td>Nursing Qualification</td>
<td>2007/08 Actual</td>
<td>2008/09 Target</td>
<td>2009/10 Target</td>
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<tr>
<td>-----------------------------------</td>
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</tr>
<tr>
<td>Worcester Hospital Nursing School</td>
<td>Cape Wineland</td>
<td>Course Leading to Enrolment as a Nurse: SANC Government Notice No R 2175 of 19 November 1993 as amended</td>
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<td>Course Leading to Enrolment as a Nursing Auxiliary: SANC Government Notice No R 2176 of 19 November 1993 as amended.</td>
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<td></td>
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<td>Sub-Total basic and post basic nurse training</td>
<td>150</td>
<td>109</td>
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<td>George Hospital Nursing School</td>
<td>Eden</td>
<td>Bridging Course for Enrolled Nurses Leading to Registration as a General Nurse or a Psychiatric: SANC Government Notice No. R. 683 of 14 April 1989 as amended</td>
<td>24</td>
<td>25</td>
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<td>Course Leading to Enrolment as a Nurse: SANC Government Notice No R 2175 of 19 November 1993 as amended</td>
<td>19</td>
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<td></td>
<td>Course Leading to Enrolment as a Nursing Auxiliary: SANC Government Notice No R 2176 of 19 November 1993 as amended.</td>
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<tr>
<td></td>
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<td>Sub-Total basic and post basic nurse training</td>
<td>62</td>
<td>70</td>
<td>108</td>
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<tr>
<td>Beaufort West Hospital Nursing School</td>
<td>Central Karoo</td>
<td>Course Leading to Enrolment as a Nurse: SANC Government Notice No R 2175 of 19 November 1993 as amend 2</td>
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<td>Course Leading to Enrolment as a Nursing Auxiliary: SANC Government Notice No R 2176 of 19 November 1993 as amended 3</td>
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<td>4</td>
<td>10</td>
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<td>GRAND TOTAL</td>
<td>1102</td>
<td>1377</td>
<td>1853</td>
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</tbody>
</table>

Notes:
1. Training commenced in 2009 academic year
2. Training commenced in 2008 academic year
3. Training revoked due to over-supply in 2009 academic year
9.3 STRENGTHENING NURSING MANAGEMENT AND LEADERSHIP

9.3.1 Training and Development

The current changing health care system demands that nurse managers possess the necessary knowledge, skills and competencies to manage and lead the nursing services. This calls for greater access to leadership programmes and the development of programmes that incorporate clinical leadership competencies. The continued development of managers in clinical roles will ensure that the demands of the clinical governance agenda and corporate objectives are met. Opportunities must be provided for managers through appropriate training to ensure that they gain insight in the different care paths such as mentoring, job shadowing / succession planning. To facilitate their effectiveness, managers need to receive appropriate training and ongoing support.

9.3.2 Information Management

Information Management System for nurses is essential to promote and facilitate management decision making. A central Nursing data base is therefore required that will link to nursing management systems at institutional level and a robust discussions with central hospitals in this regard is necessary.

9.3.3 Positioning of Nurse Managers

Appropriate positioning of nurse managers responsible for nursing service in the organizational structures, at all levels, are essential. Nurses comprise 40 percent of the entire workforce of the health department, and should be involved in decision-making at the highest possible level. A Nursing Directorate has been created at Provincial level to ensure that Nursing issues are centrally coordinated and focused.

9.3.4 Strengthening collaboration with Key Role Players

Collaborative partnerships with key role players such as National Health, Higher Education Institutions, the Private Sector etc to be fostered and strengthened to successfully drive the nursing agenda. Collaboration with key role players is essential to ensure effective management of migration of nurses to ensure that the exodus of nurses from South Africa is appropriately managed.
9.4 HUMAN RESOURCE MANAGEMENT

Issues of Human resource management to play a major role in recruitment and retention of nursing personnel.

9.4.1 Conditions of Service

Owing to the poor, non-market related salaries being paid to nurses in addition to high workloads; nurses are demanding better remuneration packages, improved night-duty, and danger and standby allowances. Poor salaries remain the primary push factor from the public sector. There is no correlation between the huge responsibility and physical workloads that the nurses must carry and the remuneration they receive. The implementation of the scarce skills allowance has however benefited recruitment to rural areas. The implementation of Occupation Specific Dispensation (OSD) for nurses in the latter part of 2007 with concomitant with recognition of specialty qualification work in specialty areas will assist in recruitment and retention of this category of nurses. The implementation of the OSD will also ensure that appropriate experience for those nurses who wish to return to public service is appropriately recognize and remunerated.

1.1.2 Career Progression for Professional Nurses

The lack of career progression for clinical nurses remain unresolved and one of the reasons for dissatisfaction among highly competent clinical nurses who do not want to pursue administrative/management positions. There is a need to address this matter transversally on a national level in terms of the National Nursing Human Resource Strategy. Higher-level structure required for staff wishing to pursue clinical career as opposed to management. The recent implementation of OSD has however provided opportunity for career progression in different nursing streams (education, specialty, primary health care and general). However, the remuneration of Specialist Nurses were not addressed by the resolution 3 of 2007 (OSD for Nurses), which if not urgently recognized might lead to extinct of this cadre of nurses as they will continue migrate to other nursing streams where their experience and skills will be better recognized and remunerated.

9.4.3 Human Resources Recruitment and Selection processes

Fast reaction time to filling of posts is an important matter. Human resource processes relating to advertising and filling of posts must be made less cumbersome. Fast reaction time to absorb suitable candidates is crucial; this includes appointments of foreign applicants. The processes involved with appointment of foreign applicants need to be stream-lined. The introduction of block adverts has addressed some of the challenges experienced with delays in advertising.
9.4.4 Use of Agency Staff

The lack of adequate resources has led to reliance on agency staff. Several problems are experienced as Agencies cannot meet the demands. Nurses employed through the Agencies are nurses employed in the public sector and re-employed through an Agency. Some nurses employed full-time in the public sector are working excessive hours through the Agency which is difficult to control. Nurses prefer to work through an Agency as opposed to doing overtime as they are paid immediately and some are paid more by the Agency than what they would be paid if they had to work overtime. There is a need for the Province to establish an internal nursing Agency which will allow for cost-effectiveness and more efficient control of staff utilization.

9.4.5 Community Service for Nurses

A system for placement of community service nurses must be developed and posts must be ring fenced to ensure continuous supply of these nurses to all institutions especially where shortages of nurses are experienced. Availability of these nurses will assist a great deal in providing needed human resources particularly in areas where there are high vacancy of R/N rate including rural regions.

10. CONCLUSION

The complexity of the issues calls for multifaceted responses. The Nursing issues must be seen as a health system’s problem, which undermines health system effectiveness and therefore requires health system solutions.
<table>
<thead>
<tr>
<th>Strategic Focus Area</th>
<th>Strategic Objectives</th>
<th>Activity</th>
<th>Implementation Partners</th>
<th>Output Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic Focus</strong></td>
<td>1.1 Establish an enabling legislative environment</td>
<td>Implementable policies in place</td>
<td>Implemented policies in place</td>
<td>Public nursing agency policy in place</td>
</tr>
<tr>
<td></td>
<td>1.2 Improve quality of nursing practice. Promote and assure quality of care.</td>
<td>Implement revised Scope of Practice</td>
<td>Revise scopes of practice</td>
<td>SANC Regulations for implementation of reviewed scopes of practice in relation to education and practice</td>
</tr>
<tr>
<td></td>
<td>1.3 Develop collaborative partnerships with key stakeholders</td>
<td>Improve Scope of Practice</td>
<td>Develop collaborative partnerships</td>
<td>Provincial Department of Health: Directorate: Nursing Services, Directorate: Human Resource Management</td>
</tr>
<tr>
<td></td>
<td>1.4 Achieve a better balance among the different health professionals and support service delivery</td>
<td>Manage excessive workload</td>
<td>Revise and implement new staff establishment</td>
<td>Provincial Department of Health: Directorate: Nursing Services, Directorate: Human Resource Management, Provincial Health Facilities</td>
</tr>
<tr>
<td></td>
<td>1.5 Manage excessive workforce</td>
<td>Manage excessive workload</td>
<td>Reduce staff numbers</td>
<td>Provincial Department of Health: Directorate: Nursing Services, Directorate: Human Resource Management, Provincial Health Facilities</td>
</tr>
<tr>
<td><strong>Nursing Practice</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic Focus Area</td>
<td>Strategic Objective/s</td>
<td>Activity</td>
<td>Implementation Partners</td>
<td>Output Measure/s</td>
</tr>
<tr>
<td>----------------------</td>
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</tr>
</tbody>
</table>
| Nursing Practice     | 1.6 Ensure occupational health and safety | • Implement Armed response and panic buttons in High risk Areas  
• Develop Policy and procedures for closure of health care facilities and redeployment of staff  
• Promotion of wellness programmes | Provincial Department of Health: Directorate Nursing Services  
Chief Directorate: Human Resources | • Effective security service in place in all high risk areas  
• Closure policy in place  
• Wellness programmes in place |
|                      | 1.7 Improve Social Infrastructural support | • Provide good accommodation facilities for nurses during training and for recruitment and retention purposes.  
• Availability of suitable accommodation / negotiate deals with private sector | Provincial Departments of Health: Directorate Engineering Services, Department Property Management. | • Accommodation facilities in place  
• Re-commissioning of available residences |
|                      | 1.8 Recruitment, Selection and Retention Strategy | • Develop a recruitment and selecting strategy for the absorption of newly qualified nurses | Provincial Department of Health:  
Directorate: Nursing Services  
Directorate: Human Resource Development  
Directorate: Human Resource Management  
Directorate: Labour Relations  
Provincial Health Facilities  
Directorate: Finance | • Recruitment and selection policy for graduate bursars with specific reference to nursing bursars  
• Retention strategy |
|                      | 1.9 Marketing | • Promoting of the Image of Nursing  
• Embark on campaign to promote nursing as a career of choice | Provincial Department of Health:  
Directorate: Nursing Services  
Provincial Department of Education  
Provincial Health Facilities | • Marketing Strategy  
• Bring a girl/boy child to work |
<table>
<thead>
<tr>
<th>Strategic Focus Area</th>
<th>Strategic Objective/s</th>
<th>Activity</th>
<th>Implementation Partners</th>
<th>Output Measure/s</th>
</tr>
</thead>
</table>
| Nursing Education and Training | 2.1 Improve quality nurse Educators | - Nurse Educators needs analysis  
- Develop recruitment, retention strategies, career-pathing and succession planning for nurse education | Provincial Department of Health Nursing Education Institutions Higher Education Institutions | - Needs analysis report  
- Training and Development Plan for nurse educators |
| | 2.2 Ensure harmonization and integration of education & training with practice | - Design and develop a Provincial Nursing Education and Training strategy  
- Ensure qualifications are commensurate with scopes of practice  
  - Link training with changing service delivery needs  
  - Initiate an analysis of accredited nursing courses per HEI / NEI  
  - Align nursing education with legislative requirements.  
- Re-curriculate all post basic nursing courses to meet service delivery needs especially R48, R212  
- Develop an Integrated Training Plan for nurses in relation to reviewed scopes of practice  
- Finalize new qualifications in line with revised scope of practice  
  - Ensure qualification are aligned with health service need  
- Strengthen collaboration with higher education institutions  
- Provide capacity for mentorship programmes. | Provincial Department of Health: Directorate: Nursing Services  
Sub-directorate: Nursing Education & Training  
Sub-directorate: Nursing College  
South African Nursing council  
Nursing Education Institutions  
Higher Education Institutions | - Nurse Training Strategy  
- Curricula in line with service delivery needs  
- Integrated Training Plan  
- Collaborative Partnership  
- Mentorship programmes in place |
<table>
<thead>
<tr>
<th>Strategic Focus Area</th>
<th>Strategic Objective/s</th>
<th>Activity</th>
<th>Implementation Partners</th>
<th>Output Measure/s</th>
</tr>
</thead>
</table>
| **Nursing Education and Training** | **2.3 Increase production of nursing professionals** | - Determine training needs for professional nurses, specialized nurses, staff nurses and nursing auxiliaries  
- Embark on an analysis of accredited clinical placement health facilities to increase the capacity to accommodate the increase training needs.  
- Create relief posts for training according to specific needs of institution/health facility  
- Identify and accredit health facilities for clinical education and training.  
- Develop an Recruitment and selection strategic to attract learners to nursing as a “Career of Choice” | Provincial Department of Health: Directorate: Nursing Services Sub-directorate: Nursing Education & Training Sub-directorate: Nursing College SANC Nursing Education Institutions Higher Education Institutions | - Comprehensive Training needs analysis Report and Implementable plan in place  
- Audit of accredited clinical placement. |
| **Nursing Education and Training** | **2.4 Improve the skills and competence levels of nurses** | - Identify skill deficiencies  
- Plan educational programmes | Provincial Department of Health: Directorate: Nursing Services Sub-directorate: Nursing Education & Training Sub-directorate: Nursing College Directorate: Human Resource Development SANC Nursing Education Institutions Higher Education Institutions | - Skills development strategy in place at all institutions  
- National RPL policy in place |
<p>| <strong>Nursing Education and Training</strong> | <strong>2.5 Improve Quality of Nursing Education</strong> | - Develop an implementation strategy for Recognition of Prior Learning (RPL) of Nurses pg23 | Directorate: Nursing Services Directorate: Human Resource Development Provincial Health facilities Higher Education Institutions | - Provincial contract for bursaries in place |
| <strong>Nursing Education and Training</strong> | <strong>2.6 Improve research capacity of nurse educator /nurses</strong> | - Collaboration between Services and HEIs to initiate research to enhance /improve service delivery practices. | Directorate: Nursing Services Provincial Health facilities Nursing Education Institutions Higher Education Institutions | - Research Enhanced |</p>
<table>
<thead>
<tr>
<th>Strategic Focus Area</th>
<th>Strategic Objective/s</th>
<th>Activity</th>
<th>Implementation Partners</th>
<th>Output Measure/s</th>
</tr>
</thead>
</table>
| Nursing Leadership and management | 3.1 Enhance nursing management capacity | • Identify skills and competencies required and plan development programmes for nurse managers  
• Develop mentorship and coaching programmes  
• Succession plans in clinical & administrative areas  
• Develop desktop nursing information systems that will improve efficiency and efficacy in decision making and nursing management | Provincial Department of Health: Directorate: Nursing Services  
Directorate: Human Resource Development  
Directorate: Human Resource Management  
Provincial Health Facilities  
Higher Education Institutions  
SANC | • Audit of skills and competencies  
• Training and development plan for nurse managers  
• Nursing information management systems in all health care facilities |
| | 3.2 Strategic positioning of nurse managers | • Develop organizational structures to appropriately position Nurse Managers | National and Provincial Department of Health | • Organizational structures in place  
• Appointment of a nursing Director PGWC |
| | 4.1 Ensure safe nurse practice with appropriate nursing resources | • Human Resource Plan with appropriate staffing norms for safe practice | Provincial Department of Health: Directorate: Nursing Services  
Directorate: Human Resource Management  
Provincial Health Facilities | • Provincial Human Resource Plan |
| Human Resources for Nursing | 4.2 Ensure sustainability of nurses | • Adequate funding of nursing service  
• Attractive incentives  
• Develop improved salary packages for nurses, including overtime and night-duty allowances  
• Develop career paths for clinical and academic nurses | Provincial Department of Health: Directorate: Nursing Services  
Chief Directorate: Human Resources | • Improved salary packages  
• Decreased vacancy rates  
• Career structure for clinical and academic nurses |
| | 4.3 Promote nursing as career of choice | • Develop marketing Strategy  
• Create retention strategy for learners offered bursaries  
• Appoint communication officer at WCCN | Department of Health  
Directorate: Nursing Services  
Directorate: Communication  
Directorate: Human Resource Development  
Department of Education | • Marketing strategy  
• Communication officer appointed |
<table>
<thead>
<tr>
<th>Strategic Focus Area</th>
<th>Strategic Objective/s</th>
<th>Activity</th>
<th>Implementation Partners</th>
<th>Output Measure/s</th>
</tr>
</thead>
</table>
| Human Resources for Nursing | 4.4 Restore the image of nursing and maintain professionalism                           | • Promote a caring ethos/ethics  
• Promote collegial respect  
• Make public aware of nursing rights  
• Improve the selection process for nurse training  
• Conduct pre-selection interviews for prospective nursing students | Provincial Department of Health: Directorate: Nursing Services  
Provincial Health Facilities  
Nursing Education Institutions  
South African Nursing Council                                                                                                               | • Implementable Marketing strategy in place  
• Improved Selection criteria at educational institutions                                                                                     |
|                      | 1.7 Enabling human resource management practices                                       | • Fast reaction time to facilitate appointments e.g. buy-offers and contract appointments  
• Flexi-time and job sharing opportunities  
• Indemnity                                                                                                                                   | Provincial Department of Health: Directorate: Nursing Services  
Directorate: Human Resource Management  
Directorate: Labour Relations  
Provincial Health Facilities                                                                                                             | • HR practices that facilitate recruitment and retention flexi-time and job sharing opportunities.                                                     |
|                      | 1.8 Coordinate Community Service Nurses selection, placement and orientation           | • Develop a Departmental Community Service Placement Strategy  
• Develop Monitoring and evaluation tools                                                                                                    | National Department of Health  
Provincial Department of Health: Directorate: Nursing Services  
Chief Directorate: Human Resources  
Provincial Health Facilities                                                                                                              | • Departmental Community Service Placement Policy  
• Monitoring and evaluation tools in Place                                                                                                   |
## REFERENCES

Comprehensive Service Plan

Health Care 2010

National Nursing Strategy of South Africa 2008

Nursing Act No. 33 of 2005

Provincial Human Resources Plan
"Passionate About Nursing"

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