

# Tasmanian Industry Participation Plan

## DOH-5905 – Agency Nurses

The Tasmanian Government is committed to maximising opportunities for local suppliers to compete for and win Government procurements. Suppliers/proponents are requested to prepare a Tasmanian Industry Participation Plan (TIPP):

- for all procurements with a value exceeding \$5 million;
- for nominated procurements (at the discretion of the procuring Government entity) greater than \$2 million and up to (and including) \$5 million; and
- for private sector projects valued at over \$5 million that receive support, including in-kind support, valued at or greater than \$500 000 from the Government.

### Procurement details

<b>Procurement ID</b>	DOH-5905
<b>Procurement title</b>	Agency Nurses
<b>Name of Responsible Agency/Entity</b>	Tasmanian Health Service

### Supplier details

<b>Name of supplier</b>	Affinity Nursing Recruitment Pty Ltd ATF Affinity Trust
<b>Contact details for supplier</b>	Address: Suite 4 / 1933 Logan Road UPPER MOUNT GRAVATT QLD 4122 Telephone: 07 3849 1100 Email: <a href="mailto:htaylor@affinitynursing.com.au">htaylor@affinitynursing.com.au</a> Attention: Helen Taylor

## Are you a Tasmanian SME\*? Do you employ Tasmanians?

Affinity is proud to be the sole current provider to the Tasmanian Health Service (THS) under DHHS-5691S, an extension of a working relationship that has been in existence with the Department since 2005.

### KEY FACTS:

- Affinity is an Australian owned SME
- Affinity provide direct employment to 145 Tasmanian nurses who in total worked 18.8% of our total labour hours in FY19/20
- Affinity sourced auxiliary goods and services relating to DHHS-5691S from 50+ Tasmanian SMEs
- Affinity brought over 460 individual nurses into Tasmania since the commencement of DHHS-5691S who injected \$2.5M dollars (estimate, detailed Q4) into the state across the hospitality, accommodation and tourism sectors, indirectly supporting local employment and local SMEs
- Our division, Affinity Clinical Education, proposes to engage 1 – 1.5FTE Tasmanian-based Educators to deliver courses to Affinity and THS staff
- Should the demand and service requirement necessitate it, we would establish a satellite operation within Tasmania, employing local staff

As a long-established provider within the state, we understand the importance of engaging with local providers and communities and have well established links with Tasmanian SMEs. Affinity prioritises engaging SMEs and family owned business wherever possible to facilitate the logistical arrangements for locum placements; including Redline Coaches, Salamanca Realty, various local accommodation providers and TasVacations. We are keen to further promote local Tasmanian participation, continue to indirectly support local jobs, and to increase our Tasmanian employment levels and are already in discussion with a few key enterprises to assist with the management of accommodation requirements for our staff.

Our long-term relationship with the majority of our SME providers has resulted in our businesses being closely integrated into each other's supply chains. Using ABS data of the average Tasmanian wage (\$77,381.20), we estimate that our relationship with local suppliers (\$2M injection, detailed Q2) supports up to 25.27 Tasmanian Jobs.

We strongly believe that investment in and access to quality healthcare in local communities' boosts both economic and social wellbeing. As Affinity is not able to utilise nurses and midwives directly employed with the Tasmanian Health Service, we have not and will not engage the local workforce already employed with the THS if we are a successful tenderer. Priority is given to source local nurses not already employed by the THS, before retaining services of interstate staff. Under DHHS-5691S to current, 51 Tasmanian based nurses (none of whom were employees of the THS) worked with

Affinity in Tasmania. We have an additional 194 Tasmanian nurses in our inactive pool. As a successful tenderer, we expect a minimum of 75% of these nurses to complete full time contracts with Affinity during the first 18 months of DOH-5905. Affinity employs, and plans to continue to employ, Tasmanian staff in a casual capacity.

Affinity recognises the skill shortage within the Tasmanian health system and will continue to work in support of the THS to ensure Tasmania has a flexible and sustainable health workforce. Affinity predominantly focuses on the interstate temporary migration of candidates, with these short-term boosts to communities consistently resulting in new investment in local industry, including spends on tourism, food and lifestyle activities. Under the last contract period to date, Affinity has employed over 460 individual nurses across the state, having completed over 775 contracts. With this interstate temporary migration comes associated domestic spend. This is discussed further in our response to Q2 and Q4.

Bringing new nurses into Tasmania can also result in the permanent relocation of candidates, resulting in long-term household expenditure and domestic investment. Under DHHS-5691S, Affinity facilitated permanent placements at King Island, Launceston, Burnie and Hobart.

The total number of full-time equivalent jobs expected to be directly involved in the delivery of the DOH-5905 contract is 2 FTE. The number of full-time equivalent jobs directly involved in the delivery of the contract requirements in Tasmania is anticipated to be .05 – 1.0 FTE, dependent on the extent of business awarded. We are committed to employing Tasmanian-based staff should we expand our team.

New economic benefits to Tasmania that will be a direct result of Affinity being a successful tenderer to this contract are highlighted by the way we will manage nurse accommodation and education:

#### ACCOMMODATION:

We are in the midst of a process to establish the most cost-effective way that accommodation can be sourced by either local SME's or direct Affinity employees based in Tasmania. We will pursue one of two options, depending which proves to be the most efficient, effective option. Either scenario will result in direct social and economic benefits to Tasmania and will be fully established prior to the commencement of the contract:

- Scenario 1: Accommodation sourcing will be carried out by two real estate SME's specialising in the Tasmanian market. Both are family run businesses operating exclusively in Tasmania. Accommodation cleaning and maintenance will be carried out by a range of SME's, depending on the location.
- Scenario 2: Affinity will directly employ a real estate professional acting in a similar capacity to a buyer's agent, to source and coordinate all accommodation related requirements. The employee will work out of Affinity's satellite office and use local SME's for cleaning and maintenance outsourcing.

Our response to Q3 provides further details.

## EDUCATION:

Affinity has its own education division, Affinity Clinical Education, which includes a full CPD suite and ALS course, as well as modules focused on clinical skills specifically required for nurses working in rural and remote settings. In partnership with the THS, Affinity Clinical Education envisages providing tailored training modules and CPD access to THS employees where it is currently unavailable onsite, in particular rural and remote facilities where travelling to a regional centre would otherwise be necessary. To facilitate this, Affinity Clinical Education predicts engaging 1 – 1.5FTE Tasmanian-based Educators to deliver these courses.

## Where are the goods or services to be used in the contract sourced from?

Affinity's supply chain strategy involves enhancing existing Tasmanian SME provider/supplier relationships and expanding this network to include existing providers and suppliers to Tasmanian Health Service contracts if required e.g. training. The aim is to guarantee the THS with priority service, quality and value without compromising, and in support of, Tasmanian SMEs. Affinity is an SME and does not foresee local SMEs to be disadvantaged by our continued partnership with the THS. Bringing new employees into the state adds to SME revenue rather than reducing it.

Value adding to the Tasmanian economy through Affinity's operations originates from various Tasmanian SMEs including travel, accommodation, delivery and training providers. Additionally, Affinity actively utilises tourism, food and wine, and destination attraction strategies when promoting contract opportunities in Tasmania to our nurses, which ultimately stimulate Tasmanian tourism and the local economy. A breakdown of value adding has been outlined below:

<b>Identified Good or Service</b>	<b>Estimated Value</b>	<b>Name of Supplier</b>	<b>Location of Supplier</b>
Travel	\$58,175	Spirit of Tasmania	Devonport
Travel	\$4,300	Sharp Airlines	Hamilton, VIC (with presence in Launceston, Flinders Island & King Island)
Travel	\$1,200	Redline Coaches	Launceston
Travel	\$43,450	Tassie Car Rentals	Devonport

Travel	\$48,000	Various providers taxi	Various locations	TAS
Accommodation Management	\$70,000	Affinity Accommodation Manager	Hobart	
Accommodation	\$1,404,000	Various	Primarily Hobart	
Travel Promotion	\$22,550	Tas Vacations	Hobart	
Travel Promotion	\$7,900	Par-Avion Airlines	Hobart	
Education & Training	\$120,000 - \$180,000	Affinity Clinical Educator	Various locations	TAS
Background Checks	\$11,000	Registration to Work with Vulnerable People	Hobart (head office of CBOS)	
Postage & Delivery	\$3,500	Road Runners – Tasmanian Couriers PTY LTD	Launceston, Devonport & Hobart	
Tourism and Entertainment	\$100,000+	Various suppliers local	Various locations	TAS
<b>TOTAL</b>	<b>\$1,954,075</b>			

### Opportunity for Tasmanian SME\* involvement

As detailed in Q2, a wide range of Tasmanian SMEs have long been integrated into our supply chain. We will continue to rely on these businesses in servicing this contract if successful. We recognise the unprecedented challenge COVID-19 has created and the importance now more than ever to support local Tasmanian businesses. Affinity will pursue new networks from local SME companies as they become applicable to meet service delivery needs. The aim is to guarantee the Tasmanian Health Service with priority service, quality and value without compromising our underlying values of ethical behaviour, good faith and fair dealings. Key objectives in engaging Tasmanian SMEs, sub-contractors and suppliers include:

- Developing collaborate partner arrangements
- Maintaining policies that encourage local industry participation and local suppliers
- Enhancing capabilities of Tasmanian business and industries
- Securing value for money
- Providing regular feedback to all suppliers and providers on competitiveness and performance in meeting shared objectives

Affinity will engage with a local SME to assist us in the sourcing and management of nurse accommodation. This is the most significant addition to our supply chain, in comparison to contract DHHS-5691S, and will be 100% sourced from local providers. The process of identifying and engaging with these businesses has been ongoing for several months. We have met and already received proposals from a number of SME's specialising in Tasmanian real estate, including real estate agents, buyers' agents, property managers and a range of maintenance and cleaning companies. All businesses we have contacted have been founded in Tasmania and operate exclusively within the state. For almost all these businesses, it will be the first opportunity they have had to work with the State Government.

Affinity will confirm prior to the commencement of this contract how they will be integrated into our supply chain, whether they are formally sub-contracted or otherwise. We expect to work with between 1-5 of these businesses, depending on which combination can provide the best balance of quality of service and cost effectiveness. Affinity acknowledges that we must not engage sub-contractors in the provision of services associated with the contract without the prior written approval of the THS.

Affinity is open to engaging with a local Tasmanian nursing agency for the delivery of casual, day to day staffing during the proposed contract period. This partnership would be with an established Tasmanian SME with an extensive network of casual nurses geared to meet the needs of Tasmanian health facilities for short notice, casual shifts spanning less than a week. This arrangement affords a SME Tasmanian business the opportunity they may not otherwise have had, to enter the government supply chain. No formal agreements will be entered into without prior consent from the Department.

As part of our contract management Affinity will liaise extensively with local stakeholder groups such as the Primary Healthcare Network, HERC and other industry groups that have a direct impact on the Tasmanian healthcare system.

To ensure our services remain locally relevant, we maintain our knowledge of relevant state-wide standards, with an emphasis on the public health system. We have a direct relationship with the Australian College of Nursing and the Australian Nursing and Midwifery Federation through their provision of competency training to our nurses. Both of these associations have Tasmanian reach.

## Broader social and economic opportunities

### BROADER SOCIAL IMPACTS:

Affinity facilitates the transfer of skilled nurses into the Tasmanian workforce, through active promotion of local opportunities in Tasmania. Affinity is dedicated to supplying highly qualified nurses to THS facilities and assist with staffing deficits to ensure Tasmanians have equal access to quality healthcare. Healthcare provision is, and will continue to be, a vital community benefit in Tasmania and Affinity is a proud contributor to this service.

Affinity connect interstate nurses and midwives with the THS and is dedicated in filling crucial skill shortages in the state. Affinity's interstate pool imports new skills, knowledge and experience to the THS system and encourages a transfer of knowledge with their THS colleagues. The upskilling of staff broadens the scope of practice and develops the capability of local nurses, resulting in a more dynamic and well-trained workforce.

Affinity nurses contribute to each local community's unique identity. Through building local partnerships and assisting in the directing of resources towards an integrated, high quality health care system, our nurses assist in the goal of each Tasmanian enjoying their best health and wellbeing. During the COVID-19 Pandemic, Affinity is proud of our nurses who have contributed to their communities. An example is 2 Affinity RNs Jess and Amy, who made pies for their colleagues also needing to isolate during the closure of NWRH following the COVID-19 outbreak. Produce was donated from Tasmanian farmers and delivery was made possible by the local police department.

Affinity provide ongoing support to charities with reach in Tasmania that are meaningful to us, including Youngcare, MS Australia, Ronald McDonald House Hobart and Hobart Women's Shelter.

### BROADER ECONOMIC IMPACTS:

Going off previous supply under DHHS-5691S, it is expected 700 contracts minimum will need to be completed under DOH-5905. Affinity staff report spending approximately \$400 per week on: tourism, groceries, eating out, travel and other various living expenses. This resulting injection into the local economy is at a minimum \$2,000,000 per annum (700 nurses x \$400/week x 8.9 contract weeks average = \$2,492,000).

Affinity looks for long term solutions to benefit both the Tasmanian government as well as our staff – including previous permanent placements at King Island, Launceston General, North West Regional and Royal Hobart Hospitals. Many of the permanent staff placed remain working for the hospital and contributing to the community through spousal employment and the activities of their children.

## Local innovative solutions

Resilient, flexible and sustainable nurse supply is crucial, particularly in smaller and more remote communities where skilled staff are hard to recruit. Affinity strongly believe that people development is the key to dynamic teams, and in return will have a permanent and positive impact on the Tasmanian community and health industry.

Facilitating access to skilled nurses from interstate assists not only in filling a capability gap within the THS, but transfers skills and knowledge to the domestic workforce. In collaboration with THS nurse leaders – NUMs and DONs – our nurses and education team can foster innovations in workforce development. Under DHHS-569IS, Affinity nurses on a placement with Royal Hobart Hospital spearheaded the redevelopment of the orientation checklist on their unit, increasing efficiency in the integration of new staff to the THS.

Affinity has invested in an online training platform through our education division, Affinity Clinical Education. These training programs are tailored to the unique context in which rural and remote nurses work. We recognise that excellence in learning is key to the delivery of best practice and safe health care. We understand the challenges for a rural and remote workforce in accessing quality education that is clinically relevant across the lifespan and grounded in contemporary, evidence-based practice. Our ultimate aim in establishing this division is to improve, promote, protect and maintain the health of communities we serve, including Tasmanians.

Affinity is committed to develop career and education pathways for rural health professionals in conjunction with THS' education providers. We suggest providing Affinity Clinical Educators to delivering core mandatory training and high-quality education programs, specifically geared to rural and remote health requisites and in line with THS needs, to sites across Tasmania. This will remove the need for Affinity and THS nurses to travel to regional centres to gain access to these courses. Training pathways for regional and rural specialist broadens team's generalist capabilities and creates a more resilient workforce.

**Completed and endorsed**

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(Name and position – print)

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(Supplier name)

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(Signature)

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(Date)

\*A Tasmanian SME is a Tasmanian business employing less than 200 people