

Retain the “Missing middle”

Organisations tend to ignore "capability risk" when they focus solely on vacancy numbers. When a senior nurse leaves, the service loses invaluable institutional memory and clinical relationships that cannot be easily replaced by a new hire. Nursing often fails to support career "streaming," making it difficult for senior staff to move between education, management, and clinical roles without sacrificing salary or status.



“WHEN A SENIOR NURSE LEAVES, WHAT EXPERTISE, RELATIONSHIPS, AND ORGANISATIONAL MEMORY LEFT WITH THEM?” *Tubi*

TEA ROOM NOTES

Are you measuring "bums on seats" (vacancies) or are you actually calculating the "capability risk" of losing your most experienced staff?



Action for Impact

Conduct "Stay" Conversations:

Use the four-question framework (enjoyment, frustration, next move, and exit triggers) to understand the professional needs of your "missing middle" before they consider leaving.



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