NORTHUMBERLAND TYNE AND WEAR NHS FOUNDATION TRUST

BOARD OF DIRECTORS

Meeting Date: 23 September 2015

Title and Author of Paper:
Safer Staffing- Six Month Skill Mix Review
Anne Moore, Group Nurse Director, Specialist Care Group and Vida Morris Group
Nurse Director, Inpatient Care Group

Paper for Debate, Decision or Information: Information

Key Points to Note:
Since the last Board report ,during the last 6 months April-September 2015, workforce
plans and skill mix have continued to be reviewed and scrutinised by service line
taking into account demographic profiles, investment ,service developments and
transformation and most importantly changes in clinical need

Budget implications: n/a

Equal Opportunities and Legal and Other Implications: n/a

Action Proposed and Person Responsible for Action: n/a

Outcome required:

To inform and assure the Trust Board that both Specialist and Inpatient Care Groups
are ensuring robust and effective management of nursing workforce plans, risk,
quality and safety to ensure' Safe Staffing' in all clinical services. This is in line with
National Safer Staffing requirements

Northumberland, Tyne and Wear NHS

NHS Foundation Trust

Six Month Skill Mix Review

Specialist Care Group and Inpatient Care Group

Reporting Period: April -Sept 2015

Shining a light on the future

1. Introduction

This report describes the activity undertaken across Specialist and Inpatient Care Groups to review workforce plans and assess skill mix against Safe Staffing indicators and National Safer Staffing requirements It also provides an important update on work in progress to ensure NTW has the right staff with the right skills at the right time to deliver services from a recruitment and retention perspective.

2. Workforce Planning/Safer Staffing

Following the stocktake submission on safer staffing to the Trust Board 6 months ago, a significant amount of work has continued to be undertaken within Specialist and In-Patient Care Groups with each Service Line.

Together with Ward Managers, Clinical Nurse Managers and Directorates the Groups have been able to analyse historical and current activity in line with establishments to ensure workforce plans are clear going forward.

It is recognised that we have an aging workforce and acknowledge the potential impact of staff choosing to retire from our service. The Trust is actively implementing the Trust Retire and Return guidance. This will assist in maintaining an important balance between newly qualified and experienced staff.

Establishments have been agreed for each service based upon clinical activity, previous use of bank and agency, transformation plans and a requirement to increase qualified nursing cover in some areas.

The Safer staffing reports are reviewed on a monthly basis at the relevant Q&P sub-groups.

3. Central Recruitment

Since the last report Campaign 8 for Central Recruitment has recently taken place within the Trust.

Central Recruitment is both influenced and informed by the views of service users and Carers who value this ability to influence staff recruitment approaches. The Specialist Care Group offered 96 posts across all nursing grades Bands 2-6. The Inpatient Care Group offered 100 posts across all nursing grades Bands 2-6. Whilst this will have a significant impact on reducing Trust Wide vacancies there is still work to be undertaken to close gaps and a further campaign has already commenced to recruit Qualified staff, with interviews planned for October 2015.

Whilst some of the staff moves will be within group and across groups in terms of promotions and new developments we have brought into the trust a significant number of external candidates in addition to this.

4. Skill Mix

It is known that across the Trust there remain a number of vacancies as well as there being an ongoing need for increased staffing due to levels of patient acuity. A separate piece of work is being done to review current state. The main 'hotspot 'areas for recruitment include Learning Disability services where there is a recruitment issue nationally due to a shortage of Learning Disability nurses and this is likely to continue to be an issue as fewer people are training to become nurses within this speciality. This matter has been raised with Health Education North East to help to influence and inform their commissioning plans for 2016/2017 and beyond.

Children and Young Peoples Inpatients have also been the focus of targeted recruitment due to increased observation and complexity of patients and within the Trust we are pursuing creative approaches to addressing staffing shortfalls with the other Care Groups.

5. Gender Mix

It is also recognised that gender mix needs to be carefully considered in our services in order to meet the needs of our patients.

6. Complexity

It should be acknowledged that patients admitted to Trust services are presenting with much more complex and challenging problems resulting in higher acuity levels there is an associated challenge in ensuring staff have the right skills to meet client needs. This is being progressed through planning delivery of staff training and development internally and also informing the Continuous Professional Development Review being undertaken by Health Education North East which is due to report findings in January 2016.

7. Specialist Care Group

Over the past 6 months, staff have been recruited as follows:

Children and Young Peoples Services

 In patient:

- Appointed to Band 2 posts - 2 per ward Ferndene
- Appointed to Band 4 posts- 1 per ward Alnwood and Ferndene with one outstanding on Stephenson
- Recruited to permanent band 6 posts – Alnwood x 5, Stephenson x1, The Riding x 1
- Recruited to permanent band 7 ward Manager posts on Ashby, Wilton and The Riding
- Invested in training in Positive Behavioural Support, Eye Movement Desensitisation and Reprocessing, Dialectical Behavioural Therapy, Autism Diagnostic Observation Schedule

- Continue with band 5 and 6 development sessions identifying future ward leaders

Community:

- Recruited to Adult ADHD 3.5x band 3 posts
- Recruited to Adult ADHD posts band 6
- Recruited to ADHD Team Manager post at band 7
- Recruited to Adolescent in reach band 7 post – Team Coordinator
- Recruited to Adolescent in reach band 6 posts
- Increased staffing across the multi-disciplinary team in all community CYP services – appointed additional Psychology, Occupational Therapists,

Adult Specialties:

- Healthcare Assistant Band 2
- Nursing Assistant Band 3
- Assistant Practitioner Band 4
- Staff Nurse Band 5
- Clinical Team Leader / Community Nurse / Criminal Justice Liaison Nurse Band 6
- Transition Team Leader / Ward Manager Band 7
- Clinical Nurse Manager Band 8a

8. In Patient Care Group

Posts were recruited to across In Patient Care Group Services as follows:

Band six
Acute Adult Care - Beckfield, Gainsborough, Clearbrook, Embleton, Alnmouth, Collingwood Court and Longview
Older Peoples Service - Castleside, Mowbray x2 , Roker x2 and Rosewood

Band Five
Adult Acute Care Alnmouth, Gainsborough x2, Fellside, Springrise x2, Lowry x2, Embleton x3, Newton, Clearbrook, Bridgewell ,Shoredrift, Warkworth x2, Longview, Aldervale, Lamesley
Older people - Hauxley, Mowbray,
Learning Disabilities – Roselodge x3

Band Four
Adult Acute Care - Springrise
Learning Disabilities-Roselodge

Band Three
Adult Acute Care - Willow View, Easterfield Court x2, Lamesley, Warkworth, Bridgewell, Collingwood Court
Older Peoples Services - Cresswell,x5 Roker x2, Mowbray,Castleside x3,Hauxley x2
Learning Disabilities - Belsay, Roselodge x4

Band Two
Adult Acute Care **–** Beckfield x2 and Bridgewell

Flexi Pool
Band three x19
Band two x11

The flexi pool arrangements cover all hospital sites and are essential to providing the flexibility to respond to sudden staff shortages or increasing clinical demands. They also provide a known and established group of staff from which to recruit to any emerging new vacancies. These staff know both services and patients, they have been essentially' home grown'.

9. Workforce developments

9.1 Unqualified Staff Career Pathway developments

The Trust has supported unqualified staff in securing places on the Foundation Degree Course at Teesside University and a number of these staff have progressed to secure posts as Assistant Practitioners across the Trust.

The Trust has also supported a number of unqualified staff in securing places on the Open University Registered Mental Health Nursing Course. These staff are currently in their first year of training, and the feedback thus far is extremely positive.

Whilst we fully support and encourage staff to apply for these innovative opportunities we also need to support Ward Managers in negotiating at what time period staff are to apply so this does not impact upon patient care.

9.2 Healthcare Assistants: Band 2

The Trust has appointed a number of Healthcare Assistants to services as above. The introduction of these roles has allowed teams to reconfigure existing Nursing Assistant posts and recruited Healthcare Assistants to improve career pathways for unqualified staff.

Feedback has been very positive, initially there was some learning in terms of role and responsibilities and differences between grades but now they are established and are very quickly progressing to Nursing Assistant posts. We are reviewing the option of Managers having the authority / ability to promote into Nursing Assistant posts on the ward they are working.

Longer-term there will be Healthcare Assistants across all services (inpatient) with a minimum of two per ward and these staff will engage in the' Care Certificate ' a current national initiative as part of this. All Healthcare assistants are invited to attend monthly peer support sessions as part of enhancing their knowledge base.

9.3 Nursing Assistants: Band 3

The Trust has invested in the further development of Nursing Assistants and encouraged staff to apply for Open University or Foundation Degree opportunities. It has been extremely important to acknowledge the changes for Nursing Assistants with the introduction of Healthcare Assistants and Assistant Practitioners and we have peer support for these two groups but we do not yet have a peer support for Nursing Assistants and this is an action for consideration to be taken forward by the Organisation.

There will continue to be ongoing review of the establishments of Nursing Assistants along with Healthcare Assistants and Assistant Practitioners and how these align to skill mix within all clinical services.

9.4 Assistant Practitioners: Band 4

The Trust now has 6 Assistant Practitioners in Specialist Care Group and these are based in Forensic Inpatient services, WGP and Autism services. Similarly there are a six Assistant Practitioners within In-patient Services working across all strands of service.

When staff were initially appointed into these roles teams were not sure of their role and remit. However it is clear that the role is establishing itself with the support and guidance of Managers. The introduction of the Assistant Practitioner role is allowing Staff Nurses to spend more time with patients as tasks are being delegated accordingly. The recruitment of Assistant Practitioners to all services with a minimum of two per ward.

9.5 Staff Nurses: Band 5

All Managers within the service recognise the value in supporting our Registered Nurses working across fields of practice and this is being taken forward in all services. We recognise the challenges of supporting newly qualified staff and the impact of this on existing mentors in terms of numbers / capacity however; staff are clearly committed to making this a success.   What would facilitate this further would be for the University to offer more Mentorship places or the University to deliver the sessions on site so this is more accessible. This will be discussed with Northumbria University.

Newly Qualified staff are offered Peer Support Days and also their formal preceptorship.

Senior Nurses, Nurse Consultants and Clinical Nurse Managers support the ongoing development of Band five staff nurses and deliver developmental sessions for Staff Nurses focussed upon their professional development.

9.6 Clinical Team Leaders: Band 6

The numbers of existing Clinical Team Leaders within services continue to be subject to review and this will continue over the coming months ensuring numbers

reflect needs of service and patient safety and quality. Clinical Leadership at this level being essential for each Ward based team.

Clinical Team Leader development sessions are led by Senior Clinical Nurses and Clinical Nurse Managers including to a bespoke Band six development programme. Staff in service are very well established and have in depth knowledge and experience of their roles and responsibilities in the areas they work.   The need has been recognised to impart knowledge and skills to staff we recruit.   It is also recognised that staff may want to progress into senior roles within other parts of the Organization and a number of staff have successfully secured promotional positions with the Trust. The Trust is able to offer a diverse range of nursing career pathways which is essential to staff retention.

Conclusions

This report aims to provide the Trust Board with assurance in relation to Safer Staffing and work undertaken to attain the most effective skill mix within services. The Care Groups continue to monitor their nursing skill mix and adapt the workforce establishments accordingly to ensure skilled and safe levels of care provision. It is recognised however that recruitment continues to remain a challenge and this is a matter afforded the utmost priority in the organisation. This is taken forward by the Central Value Based Recruitment Campaigns.

The Board is also asked to acknowledge that Central Recruitment Campaigns are having a positive impact not only on addressing vacancies but also ensuring staff are only recruited if they are able to demonstrate they have the appropriate attitudes and values to provide the high standards of clinical care delivery expected by this organisation.

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September 2015

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September 2015