

**UNIVERSITY HOSPITALS BIRMINGHAM NHS FOUNDATION TRUST
BOARD OF DIRECTORS
THURSDAY 23 APRIL 2020**

Title:	6 MONTHLY PROGRESS REPORT – NURSING, MIDWIFERY AND ODP STAFFING
Responsible Director:	Lisa Stalley–Green , Chief Nurse
Contact:	Davina Thomas, Deputy Chief Nurse, 14617

Purpose:	To provide assurance of adherence to statutory requirements to BOARD OF DIRECTORS
Confidentiality Level & Reason:	NHS CONFIDENTIAL - Board
Board Assurance Framework Ref: / Strategy Implementation Plan Ref:	SIP - #4 Meet regulatory requirements and operational performance standards, in line with agreed trajectories SIP - #11 Optimise workforce supply to ensure sufficient staff and roles to meet patient demand
Key Issues Summary:	<p>Building on the actions taken since the last paper in October 2019, this paper will provide an overview of the key initiatives and work streams being undertaken in the light of the sustained national registered nurse staffing landscape. Key areas of focus are:</p> <ul style="list-style-type: none"> • Alignment with national strategy • The nursing and midwifery registered workforce position and compliance • Risk management to achieve safer staffing • Implementation of the Nursing Associate programme • Continued maintenance of reduced agency nurses • Implementation of the UHB School of Nursing, Allied Health Professionals and Midwifery
Recommendations:	<p>The BOARD OF DIRECTORS is asked to:</p> <ol style="list-style-type: none"> 1. Note the continued improvement in the nursing workforce 2. Note the continued growth & diversity of the Trainee Nurse Associate workforce 3. Note the Trust alignment with national strategy 4. Note the continued risk management required to achieve safer staffing 5. Note progress with the implementation of the UHB School of Nursing, Allied Health Professional & Midwifery

Signed: Lisa Stalley-Green	Date: 15 APRIL 2020
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UNIVERSITY HOSPITALS BIRMINGHAM NHS FOUNDATION TRUST

BOARD OF DIRECTORS

THURSDAY 23 APRIL 2020

**PROGRESS REPORT – NURSING, MIDWIFERY AND ODP
STAFFING**

PRESENTED BY CHIEF NURSE

1. Introduction

The bi-annual, nursing, midwifery and AHP staffing report details the Trust position against the requirement of the National Quality Board (NQB) Safe Sustainable and Productive Staffing Guidance 2016, the NQB Speciality Guidance 2018, and the NHS Improvement (NHSI) Developing Workforce Safeguards guidance published October 2018. As part of “safe staffing” governance the guidance recommends that the Board of Directors receive a bi-annual report on nursing, midwifery and AHP staffing in order to comply with CQC fundamental standards across the five domains of Safe; Effective; Caring; Responsive and Well-led.

This paper will provide an update on the nursing, midwifery and AHP workforce position at the end of January 2020 and reflect the changes since August 2019; outline and discuss actions being taken; and provide assurance on the effectiveness of the actions to support the overall nursing and midwifery workforce across the Trust by attracting, retaining and developing the right people with the right skills in the right roles.

2. National Context

Nationally nursing and midwifery workforce supply remains challenging with the shortfall in registered nurses being well-documented as the biggest and most urgent need to address for all NHS providers. The Interim NHS People Plan published in June 2019 compliments the NHS Long Term Plan and precedes a full five year people plan, anticipated in spring 2020. Five specific workforce challenges are described which outline both immediate actions and those that will inform the full plan. The five core themes are broken into a number of actions and intentions:

1. Making the NHS the best place to work.
2. Improving our Leadership Culture.
3. Addressing the urgent workforce shortages in nursing.
4. Delivering 21st Century care.
5. A new operating model for workforce.

In response to the interim plan a number of internal activities are being undertaken which align to the core actions for 2019/20. For the purpose of this report those actions described will be directly linked to addressing the urgent workforce shortages in nursing.

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NHSI Interim People Plan Immediate actions 2019/20 Core themes	UHB actions
<p>Expansion of the NHSI Direct Support Programme to improve staff retention</p>	<p>Director of Nursing Chairs Monthly Recruitment Retention Meeting which has identified a number of core priorities for 2020 including launching an internal staff transfer process (with an initial focus on Band 5 Nurses/ ODPs) , reviewing and transforming recruitment practice through investment in a new electronic recruitment system, reviewing people policies which relate to flexible working / retire and return.</p>
<p>Expansion programme to increase clinical placement capacity and undertake a comprehensive review of current clinical placement activity.</p>	<p>There have been no placement capacity issues identified with local HEI's and this has been achieved through close partnership working , new curriculum development for future health care apprenticeships will ensure that placement capacity is fundamentally focused on both quality of the learners experience as well as quantity and variety.</p>
<p>Work with national partners to develop a single recruitment campaign which reflects the realities of a career in contemporary nursing.</p>	<p>Work of the Birmingham and Solihull partnership has received national recognition for collaborative working on the training and introduction of the Nursing Associate role across the Health Economy. The Trust holds on-site and attends regional and national recruitment events and events at local schools and colleges aimed at attracting students in training and school aged children to consider nursing or health care careers.</p>
<p>Develop a toolkit for supervisors and assessors to enable them to support a wide diversity of learners.</p>	<p>The collaborative regional Birmingham and Solihull (BSol) approach has created and approved a common Supporting Learners in Practice (SLiP) document to ensure consistency. The practice supervisor and practice assessor education packages have been developed regionally supported by local universities and implemented across the Trust</p>
<p>Launch a new return to practice (RTP) campaign.</p>	<p>UHB is locally and regionally engaged in the RTP programme and has active membership in the National RTP programme group. UHB has commenced an RTP campaign for ODP's In addition the Trust is considering how an employer led RTP programme for Nurses could be offered as currently applicants are trying to undertake RTP as well as their current job and this is impacting on the time to achieve the recognised level of competence and practice hours.</p>

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NHSI Interim People Plan Immediate actions 2019/20	UHB actions
International recruitment	During 2020 the Trust will, as part of the Local Workforce Action Board/ HEE regional team and NHS providers in Birmingham and Solihull explore how a collaborative approach could be beneficial across the STP to International Nurse Recruitment
Develop a clear model which sets out entry routes into nursing highlighting the different approaches and benefits	<p>The UHB School of Nursing , AHP's and Midwifery launched in January 2020 and there are two sub groups exploring both career pathways and what the UHB learner experience / support will be on an end to end health care programme at all levels from entry roles to regulated professionals.</p> <p>The Trust is now the largest employer of Trainee Nursing Associates (TNAs) in England. During 2020 there will be 3 programmes recruited to from internal applicants and external applicants.</p> <p>Current Level 5 apprenticeship routes leading to Assistant Practitioner awards are being reviewed and the peri operative pathway will be replaced by a Degree Operating Department Practitioner apprenticeship. The Trust is an active participant in the development of this route.</p> <p>A number of activities are being held to enable existing staff to access adult education and obtain entry requirements for clinical apprenticeships, the primary focus has been on Maths and English delivered via both on site and partnership arrangements.</p>
Expand the pilot programme for nursing associates who wish to continue their studies to registered nurse level	The Trust is actively engaging with prospective Universities to explore programme development opportunities for current and future UHB Nursing Associates who wish to undertake additional training to become a Registered Nurse.
Consider how local health systems and employers can use job guarantee approaches	The Trust has fully implemented a guaranteed job offer scheme for undergraduate students on adult / paediatric nursing programmes and Operating Department Practitioner Diploma / Degree programmes. During Feb / March 2020 over a 180 students have been met with who will complete their training during 2020 early 2021. The Trust guarantee a Band 4 Nursing Associate post to all Trainee Nursing Associates on commencement of their Apprenticeship

3. University Hospitals Birmingham NHS Foundation Trust context

Table One shows the overall vacancy position as at the 31st January 2020 for registered nurses (RN) and operating department practitioners (ODP)

Table One

Month	Funded establishment	In post	Vacancy	%
August 2018	5894	4894	1000	16.90 %
August 2019	5823	5108	715	12.28%
January 2020	5827	5217	609	10.46%

Table Two shows the numbers of RN/ODP's vacancies by Division as at 31st January 2020 and conditional job offers from outside of the Trust. These figures do not include the 180 students currently being offered RN posts through the guaranteed job offer scheme.

Table Two

Division	Number of RN/OPD wte vacancies (31 st January 2020)	Conditional offers (excluding internal movement)
One	87.72	20
Two	107.81	27
Three	274.82	38
Four	98.97	17
Five	93.27	12
Six	23.86	4

There has been a further 1.82% (106wte) reduction in the RN nursing and ODP vacancy position since August 2019 with 119 further registered nurses/ ODP's with conditional job offers (excluding internal movement) and 180 students being offered RN posts through the guaranteed job offer scheme.

Table Three shows the overall vacancy position at the end of January 2020 for registered midwives

Table Three

Month	Funded establishment	In post	Vacancy	%
March 2019	364.05	350.24	13.91	4%
August 2019	370.44	390.09	-19.65	-5.30%
January 2020	371.42	373.14	-1.72	-0.46%

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Midwifery continue to maintain their over establishment position to help mitigate the risks of high levels of maternity leave across the speciality.

Table Four shows the top ten wards/ departments across the Trust that have the highest percentage of registered nursing vacancies

Table Four

Ward and site	Speciality	Number of vacancies	Percentage vacancy
10 GHH	Respiratory Medicine	14.42	56.09%
11 GHH	Older Adults	11.04	53.77%
12 GHH	Older Adults	10.21	50.27%
1 BHH	Acute Medicine	15.69	47.81%
15 GHH	Orthopaedics	11.06	47.75%
30 BHH	Older Adults	8.52	47.02%
411 QEH	Neurosurgery	13.00	46.73%
518 QEH	Older Adults	11.87	46.59%
3 BHH	Renal Medicine	10.03	43.70%
9 GHH	Older Adults	8.90	43.35%

Table Five shows the top ten wards/departments that have the lowest percentage of registered nursing vacancies

Table Five

Ward and site	Speciality	Number of vacancies	Percentage vacancy
302 QEH	Renal Surgery	+3.45	+18.65%
408 QEH	Plastics	+1.83	+6.14%
24 GHH	Stroke	+0.61	+3.37%
20A SOL	Older Adults	+0.47	+2.99%
17 GHH	Surgical Assessment	+0.53	+2.58%
Norman Power	Older Adults	+0.19	+1.56%
Harbourne QEH	Older Adults	+0.09	+0.57%
Edgabston QEH	Older Adults	+0.07	+0.52%
Haematology BHH	Haematology	0.00	0%
304 QEH	Cardiology	0.07	0.27%

Turnover rates for registered nursing and midwifery staff have remained stable across the last 6 month period.

Table Six		Aug 19	Sep 19	Oct 19	Nov 19	Dec 19	Jan 20
Registered Nursing and Midwifery	Numerator	483	486	525	536	514	506
	Denominator	5848	5878	5941	5987	5951	5975
	%	8.26%	8.27%	8.84%	8.95%	8.64%	8.47%

4. Operational Assurance

In line with NQB requirements the Trust publishes ward and departmental nursing and midwifery staffing data on a daily bases in their departments / wards. Day to day staffing is overseen by the Divisional Associate Directors of Nursing and supported out of hours by Clinical Site based teams.

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The “ Safe Staffing Report “ (UNIFY) is submitted monthly to NHSI detailing planned and actual nursing and midwifery staffing levels and Care Hours Per Patient Per Day (CHPPD) which is extracted from the Health Roster System. Table Eight summarises actual staffing levels across UHBFT for the last six months.

Table Eight

Month	Day shift		Night Shift		Total
	Average fill rate - registered nurses/midwives	Average fill rate - HCA	Average fill rate - registered nurses/midwives	Average fill rate - HCA	Overall fill rate
Aug 2019	81%	111%	85%	138%	96%
Sep 2019	82%	111%	85%	139%	97%
Oct 2019	84%	109%	87%	137%	97%
Nov 2019	85%	111%	88%	139%	98%
Dec 2019	81%	109%	86%	132%	95%
Jan 2020	83%	109%	89%	135%	97%

Compliance with staffing has remained stable across the six month period with HCA compliance running significantly above 100%; this is attributed to mitigation of the registered nursing vacancies and provision of enhanced observation.

Table Nine summaries CHPPD split by Registered Nurses/Midwives and HCA’s across the six month period.

Table Nine

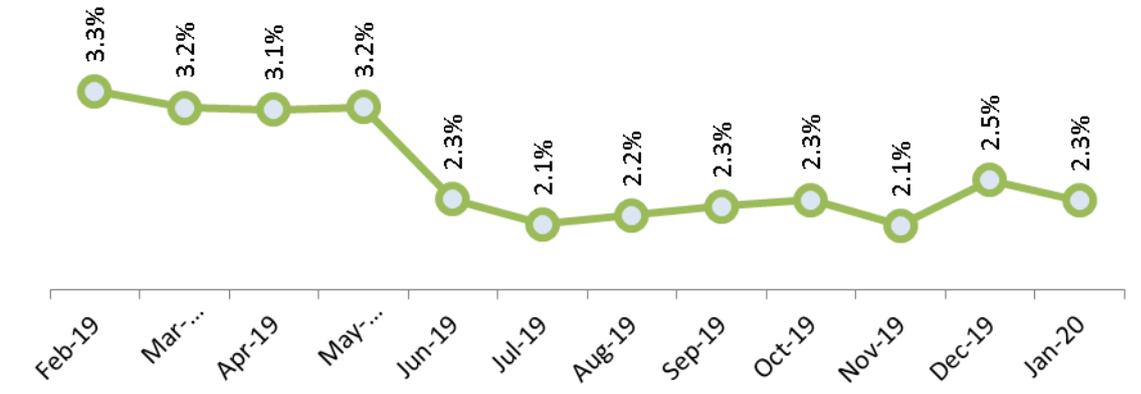
Care Hours per patient per day			
Month	Registered Nurses/ Midwives	HCA’s	Overall
Aug 2019	4.28	3.24	7.52
Sep 2019	4.24	3.16	7.40
Oct 2019	4.46	3.24	7.70
Nov 2019	4.45	3.22	7.66
Dec 2019	4.30	3.10	7.40
Jan 2020	4.27	3.00	7.27

Care Hours Per Patient Day (CHPPD) have remained stable for both registered nurses/midwives and HCA’s across the six month period.

5. Day to day staffing management

Daily reviews of staffing requirements are undertaken by Divisions and escalation processes are in place to mitigate the impact of when planned staffing levels are not achieved. The use of temporary staffing is monitored and reported monthly as part of a suite of metrics, with the aim to reduce the use of external agency staff.

Fig. One Percentage of vacant duties filled by external agency staff



The Trust wide reduction of 1.2% in the use of external agency staff has been maintained across the last 6 month period.

The highest external agency usage as a percentage of vacant shifts remains in the Emergency Departments at BHH and Good Hope Hospital (Table Ten). This can be attributed to the continued pressure of emergency attendances within both departments and the number of registered nursing vacancies. Recruitment campaigns continue for both departments with 12wte registered nurses currently being cleared for employment.

External agency use as a percentage of vacant shifts at Heartlands Hospital theatres remains high (Table Ten). Registered nursing and ODP vacancies are the main cause of this. Recruitment to these areas continues and the first Trainee Nursing Associates began their apprenticeships in theatres from October 2019. There are 9wte registered nurses/ODP's currently being cleared for employment.

Table Ten

	Aug 2019	Sep 2019	Oct 2019	Nov 2019	Dec 2019	Jan 2020
ED BHH	33.9%	36.1%	36.7%	33.3%	29.8%	29.8%
ED GHH	26.7%	30.2%	33.2%	33.7%	33.9%	34.3%
Theatres Main BHH	13.9%	14.2%	16.9%	17.8%	19.7%	16.8%
Theatre 6&7 BHH	12.0%	11.2%	11.7%	11.2%	12.9%	13.0%

Where registered nurse fill rates cannot be resolved staff are often redeployed from other clinical areas and senior nursing staff take into account clinical risk and safety, and acuity and dependency and use this information to inform professional judgement. Cross Divisional cover at site bases is supported and any actions are clearly communicated to the Clinical Site Teams. The live ward/ department staffing tool enables hotspots to be identified quickly and possible mitigation from other areas established.

6. Nursing Associates

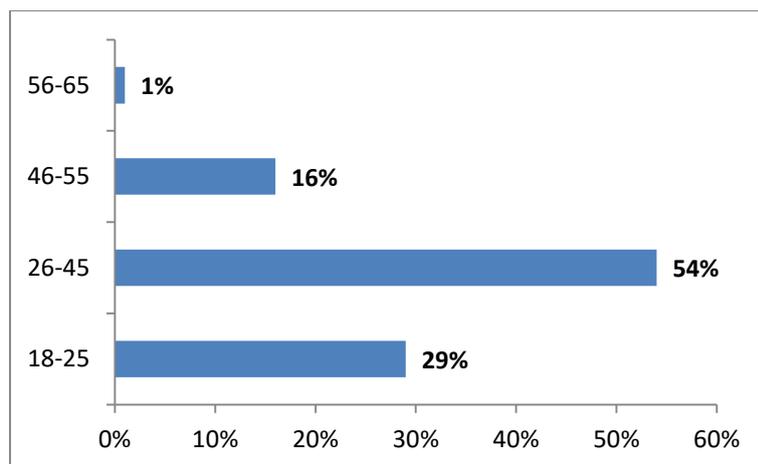
The Nursing and Midwifery Council (NMC) opened the register for the Nursing Associate role (NA) in January 2019.

The Trust has 240 Trainee Nursing Associates (TNA's) currently on programme and 29 qualified Nursing Associates who are registered with the NMC with a further 65-70 due to qualify across 2020. The Trust is nationally recognised for implementation of the role both at scale and across diverse clinical areas. There are further cohorts of trainees commencing in May and October 2020 with a forecast position at the end of the calendar year of 250 trainees on programme. Included within the expansion of the Nursing Associate programme is the development of pathways targeted on specific areas of care as well as the generic Nursing Associate training pathway. There are trainees on programme following neonatal, critical care, community and learning disability pathways.

Divisional workforce plans and Quality Impact Assessments are being undertaken to ensure the safe and effective implementation of the growing Nursing Associate workforce and the divisional strategic workforce plans define the future skill mix of Nursing Associates across all clinical areas and specialities.

Recruitment to the programme continues to support internal development and growth of our existing workforce and recruitment of external staff including those that wish to start their careers in health. One of the main objectives, both nationally and locally, for the introduction of the Nursing Associate role is to widen participation in terms of access to careers in healthcare by opening up new routes to training that have not previously existed. When looking at the diversity of the current TNA's across the Trust the majority (54%) of trainees fall within the 26-45 year age bracket which demonstrates that the programme is attracting more mature students.

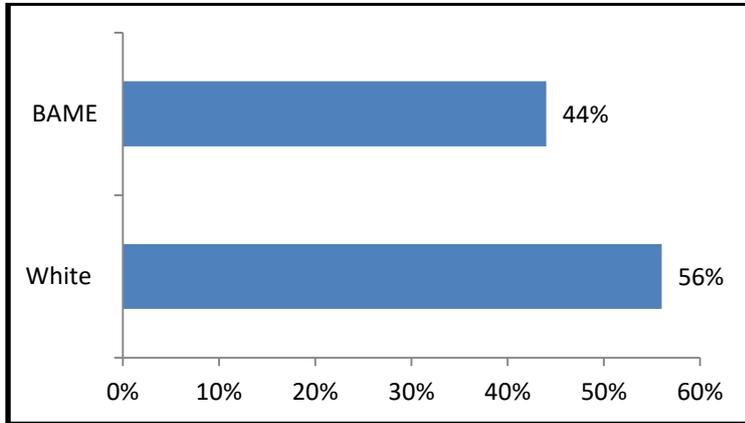
Fig. Two Age range of current Trainee Nursing Associates across UHBFT



When looking at the ethnicity split across the current cohorts of TNA's 44% are BAME background and 56% are White. Trust wide the ethnicity split across the workforce is 32% BAME and 65% White therefore the ethnicity split of the current cohorts of TNA's is greater than the number of BAME staff in the overall workforce.

In summary the TNA programme is attracting and recruiting a greater percentage of BAME staff which will result in a more representative nursing workforce for the Trust in the future.

Fig. Three ethnicity of current Trainee Nursing Associates across UHB



7. Right Staff

Expectation One of the NQB’s triangulated approach to staffing decisions is assurance that the Trust has the right staff. Assurance is outlined in Table Eleven.

Table Eleven

NQB Criteria for ‘Right Staff’	Assurance
<p>Evidence-based workforce planning</p>	<ul style="list-style-type: none"> • All workforce planning is measured against national staffing recommendations • The outcome of all acuity and dependency reviews are benchmarked against SNCT (Safer Nursing Care Tool) profiles • SMART workforce templates are aligned across the Trust to ensure consistency • CHPPD (Care Hours per Patient Day) are used as comparators to peer and national equivalents and are monitored monthly to enable early detection of deteriorating skill mix/ staffing numbers • All acuity and dependency reviews include comprehensive Quality Impact Assessments (QIA) where new roles have been introduced

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NQB Criteria for 'Right Staff'	Assurance
Professional judgement	<ul style="list-style-type: none"> Following each acuity and dependency review there is a professional discussion to ensure that professional judgement is included in the outcome of all reviews
Compare staffing with peers	<ul style="list-style-type: none"> Prior to Chief Nurse/ Director of Nursing sign off of each acuity and dependency review the results and recommendations are peer reviewed through a confirm and challenge conversation between the Associate Director of Nursing; Lead Nurse for Workforce and Deputy Chief Nurse Acuity and Workforce reviews are undertaken across individual specialities to enable peer review of similar facilities across hospital sites

8. UHB School of Nursing, Allied Health Professionals & Midwifery

Expectation Two of the NQB's triangulated approach to staffing decisions is assurance that the Trust has staff with the right skills. Plans are progressing with the development of the UHB School of Nursing, Allied Health Professionals and Midwifery. The school will provide:

- Excellent multi professional clinical learning and experience
- Leadership development and careers progression
- Health and wellbeing, pastoral support, coaching and mentorship
- Quality, safety and innovation across learning and development

There are four task and finish groups all of which report directly to the UHB School of Nursing, AHP's and Midwifery Steering Group that is authorised by the Chief Nurse and Director of Education to set the strategic priorities, targets and objectives for the school.

Task and Finish Group	Purpose
End to End Offer	Focusing on competency development, safe and efficient supervision, assessment and pastoral support the UHB School aims to create a culture of excellence in education leadership, learning and teaching, pastoral support and a sense of belonging impacting positively on the outcomes of both the learners and our patients.
The Expert Ward	The purpose of the group is to set the direction, priorities, targets and objectives for the implementation of the 'expert ward' as a model of inter-professional learning and teaching aimed at creating a high quality learning environment for our learners.

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Task and Finish Group	Purpose
Quality and Governance	The purpose of the group is to develop a quality and governance framework which will positively impact on the experience of UHB learners, creating a culture of performance intelligence to describe how the organisation is operationally performing.
Workforce and Careers	This group will focus on the development of new roles and will provide assurance regarding the implementation of workforce careers, pipeline and pathways through operational delivery

9. Future actions

- Continued implementation of the Nursing Associate role and development of a diverse population of Trainee Nursing Associates
- Further reductions in the use of external agency nurses
- Improvements in the number of newly qualified registered nurses employed across the Trust following the introduction of the job guarantee scheme
- Planning international recruitment across the Birmingham and Solihull STP
- Continued implementation of the School of Nursing, Allied Health Professions and Midwifery
- Continuation of workforce reviews and the development of comprehensive strategic and divisional workforce plans

10. Recommendations

The Board of Directors is asked to:

- Note the continued improvement in the nursing workforce position
- Note the continued growth and diversity of the Trainee Nursing Associate workforce
- Note the Trust alignment with national strategy
- Note the continued risk management required to achieve safer staffing
- Note progress with the implementation of the UHB School of Nursing, Allied Health Professionals and Midwifery

Lisa Stalley- Green
Chief Nurse
March 2020