

Board of Directors

30 January 2020.

Report Title:	NURSING AND MIDWIFERY SKILL MIX REVIEW
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Previously considered by:	

Approval
 Discussion
 Information
 Assurance

EXECUTIVE SUMMARY

Background

NHS organisations have a responsibility to undertake an annual comprehensive nursing and midwifery (N&M) skill mix review to ensure that there are safe care staffing levels to provide assurance to the Board and our stakeholders that the organisation is safe and to provide high quality care.

Summary

Following the merger a detailed comprehensive N& M skill mix review took place and was presented to the Trust Board in June 2019. The review required a significant amount of time and multi-professional input due to a high number of clinical areas that required changes to both worked and funded establishments. The majority of changes related to wards and departments on the Ipswich site where roster templates required revision to provide more senior cover particularly at night and an increase in the number of HCA posts. Since this time, the majority of posts have been recruited to and the vacancy rate has not increased despite increasing establishments.

Implementation of the revised roster templates has supported improvements in a number of quality metrics (for examples inpatient falls) and has enabled the ability to support a workforce for additional winter capacity.

In the Autumn of 2019 acuity data collection was repeated to inform this review. Unfortunately, a delayed roll out in the SafeCare tool required a paper data collection for the Ipswich site which did result in some erroneous data. Triangulation of acuity data, professional judgement and review of quality metrics took place. As a result of significant changes on the Ipswich site in the previous review and a well embedded process on the Colchester site over a number of years, the number of changes to establishments required following this review is minimal. An exception to this is maternity services where investment in establishments will be required to support implementation of Continuity of Carer (this has not been included in this review) as part of the national requirement for transformation of the way in which maternity care is delivered.

For 2020/21 budgets have been devolved to the Clinical Divisions therefore any financial implications of establishment changes will be included in divisional business plans.

Future Workforce Plans

- Continue to drive recruitment to fill funded establishments; this will require both local and international recruitment pipelines
- New Roster dashboard developed at end of 2019, continue to evaluate use for monitoring of good roster practice & compliance with policy driving more effective use of resource
- Development of a proposal for sufficient substantive recruitment to support winter workforce in line with Trust bed capacity plan for 20/21 to drive reduction in agency requirements and safe and more responsive ability to meet increased demand
- Continue to support development of new roles including band 4 Nurse Associates (NA's) and Advanced Care Practitioners (ACP's) and ensure future skill mix reviews incorporate

these roles.

- 6 month evaluation of skill mix implementation and safe staffing review providing assurance to Trust Board

Action Required of the Board/Committee

To note the review

Link to Strategic Objectives (SO)

Please tick

SO1	Keep people in control of their health	<input checked="" type="checkbox"/>
SO2	Lead the integration of care	<input type="checkbox"/>
SO3	Develop our centres of excellence	<input checked="" type="checkbox"/>
SO4	Support and develop our staff	<input checked="" type="checkbox"/>
SO4	Drive technology enabled care	<input type="checkbox"/>

Risk Implications for the Trust *(including any clinical and financial consequences)*

Trust Risk Appetite

Quality: The board will take minimal risks when it comes to patient safety, patient experience or clinical outcomes. Its tolerance for risk taking will be limited to decisions where the impact is low and the potential mitigations are strong

Legal and regulatory implications *(including links to CQC outcomes, Monitor, inspections, audits, etc)*

Nil

Financial Implications

Consider by divisional management teams and incorporated into 20/21 business planning where appropriate

Equality and Diversity

Nil