

Board of Directors

4th November 2021.

Report Title:	NURSING AND MIDWIFERY SKILL MIX REVIEW
Executive/NED Lead:	Giles Thorpe, Chief Nurse
Report author(s):	Victoria Baster (Deputy Chief Nurse) Sarah Kench (Head of Clinical Education & Workforce)
Previously considered by:	Executive Leadership Team, Executive Management Committee and Private Board of Directors (October 2021)

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.

The global pandemic of COVID-19 has had a significant impact on most wards and departments within the Trust; with changes to bed bases, patient type, splitting of clinical departments into COVID and non-COVID areas and significant staff redeployment. This review was undertaken when many departments had not yet returned to business as usual. Some departments were omitted from the review for this reason, as it was not possible to utilise a reliable data set to ensure an accurate acuity and skill mix review could be completed.

Summary

The changes to budgeted establishments in this review are minimal.

Since 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

- Finalisation of “Task” data to ensure activity outside of normal nursing care is captured and contributes to staffing hours.
- Phase 2 of SafeCare project to commence in September 2021, including red flags, professional judgement and operational use for Matrons/bed meetings.
- Implementation of updated templates in rosters from October 2021 (if funding available in this financial year) or from April 2022.
- Monthly run of census data through SNCT multipliers to provide consistent WTE data for each SNCT ward.
- 6-month follow-up review to take place in December 2021.

This paper has been reviewed by the Executive Management Committee and it has recommended this paper to the Board for final approval

Action Required of the Board/Committee

To note the previous approval of the review by the Board in October 2021 and support the changes to the nursing and midwifery workforce.

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 <i>(including any clinical and financial consequences)</i>		A failure to ensure that the Trust has sufficient staff with the relevant skill and experience, caused by a lack of robust oversight relating to patient acuity and dependency, may lead to patients not receiving the appropriate level of care required to meet their individualised need, subsequently leading to harm and a poor patient experience.
Trust Risk Appetite		The Board has a cautious view of risk when it comes to patient safety, patient experience or clinical outcomes and places the principle of “no harm” at the heart of every decision it takes. It is prepared to accept some risk if, on balance, the benefits are justifiable and the potential for mitigation actions are strong. When taking decisions involving choices between a wide range of outcomes, it will prioritise the option resulting in the greatest benefit for the most patients.
Legal and regulatory implications <i>(including links to CQC outcomes, Monitor, inspections, audits, etc)</i>		A failure to submit an acuity review to the Board of Directors places at risk the requirement of the National Quality Board regarding request for 6 monthly staffing reviews. In addition a failure to ensure that safe staffing levels are in place, based upon a recognised acuity model to ensure the safe care of patients, places the Trust at risk of failing to meet Regulation 18: Staffing as outlined in the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014.
Financial Implications		Divisional management teams have considered all cost pressures related to staffing and these will be incorporated into 22/23 business planning where appropriate.
Equality and Diversity		There are no implications related to any protected characteristics identified within the context of this report, which is in line with the Equality Act (2010).