

ABM University Health Board	
Workforce and Organisational Development Committee 17th January 2018 Agenda item:16	
Subject	NURSING UPDATE
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Approved by	Cathy Dowling, Interim Deputy Director of Nursing and Patient Experience
Presented by	Cathy Dowling, Interim Deputy Director of Nursing and Patient Experience

INTRODUCTION

The purpose of this report is to update the Workforce and Organisational Development Committee on key Nursing Workforce matters.

NURSING AND MIDWIFERY ESTABLISHMENT ANALYSIS

At the Executive Team meeting on the 11th September 2017, it was agreed to undertake a further piece of work to include wards that are not likely to be included within the Nurse Staffing Level (Wales) Act 2016 requirements. The Interim Deputy Director of Nursing has completed follow up meetings with the Service Delivery Unit Teams to discuss the updated paper for Executive team in relation to other ward establishments which include specialty and non-acute areas. This paper was presented to Executive Team on November 6th 2017.

NURSE STAFFING ACT (WALES) 2016

Terms of reference

It is requested that the Committee ratify the Nurse Staffing Act Task and Finish Group Terms of Reference (Appendix 1).

Updated position

The Health Board has taken the following actions to prepare for the ACT;

- Health Board representation on the all-Wales Nurse Staffing Group and sub groups.
- Contributed with the work undertaken at an all-Wales level on Acuity levels of care.
- A formal review has been undertaken, across all Service Delivery Units for calculating and reporting nurse staffing requirements to ensure a Health Board wide consistent approach is adopted to meet the statutory reporting requirements.
- The initial review included the acute Service Delivery Units. A second review included specialities and non-acute areas these have been presented to the Executive Team.
- A Health Board position status paper is due to be presented to the Development Board in December outlining the Health Board's preparedness for the Nurse Staffing Act (Wales).
- Conducting a review of workforce planning procedures, for 2018 to 2021, which includes; Health Board recruitment events, retention, workforce & redesign, training and development.
- A Health Board reporting template and risk assessment has been designed and completed by the Service Delivery Units, to assess readiness.
- A monthly Health Board Multidisciplinary Nurse Staffing Act Task & Finish Group has been set up chaired by the Interim Deputy Director of Nursing & Patient Experience. This group reports to the Workforce and Organisational Development Committee and also Nursing and Midwifery Board.
- Acuity feedback sessions have been provided to all Service Delivery Units included in the June audit. Workshops, master classes and training sessions have also been set up supported by the All-Wales Nursing Lead.
- The recent All-Wales Nursing Conference was well represented by the Health Board.
- An evening seminar event was held in Morrision's education centre in conjunction with the Royal College of Nursing (RCN).
- The Nurse Staffing (Wales) Act Guidance, was formally launched on 2nd November 2017 by the Health Minister. .
- IT barriers around the capture of data required for the Act has been raised on an All- Wales basis and also on a Health Board basis.

NURSING AND MIDWIFERY STRATEGY

The Nursing and Midwifery Strategy 2017- 2020 was ratified and approved by the Board at the Board Development session on the 26th October 2017. A series of events in early November 2017 at Morrision, Singleton, Neath Port Talbot and Princess of Wales Service Delivery Units to launch the Strategy. At these events, the Director and Interim Deputy Director of Nursing & Patient Experience visited the Service Delivery Units and met nurses, midwives, health visitors, healthcare support workers and students and provided

each a copy of the Strategy. The Strategy is also published on the Health Board's intranet site and internet.

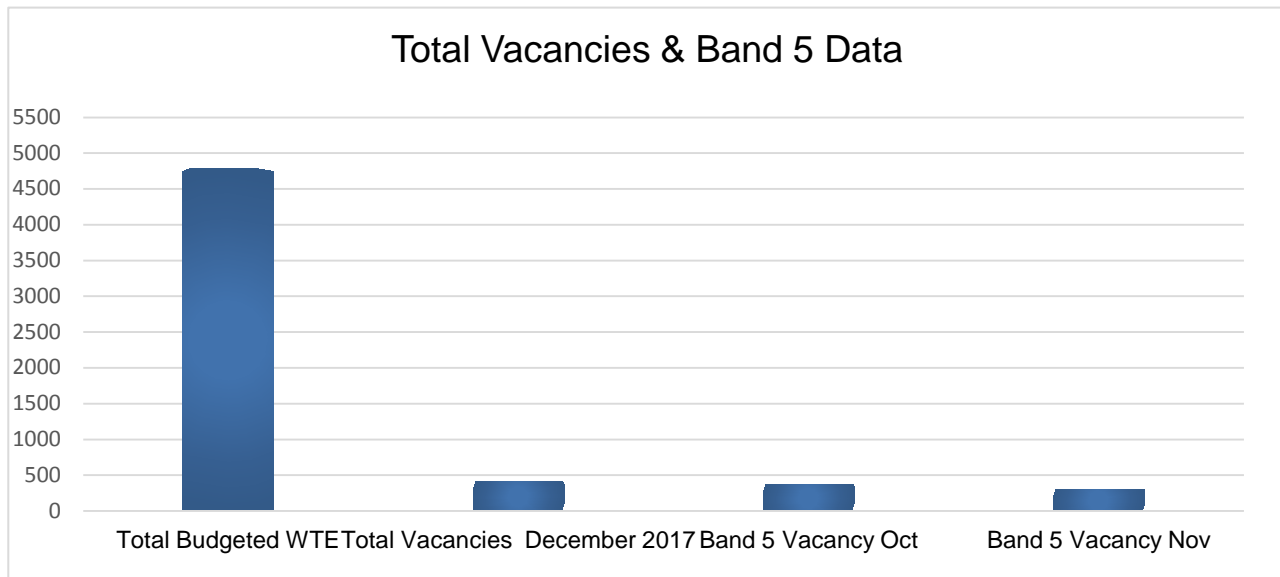
A key theme of the Strategy is improving nurse recruitment and retention which will have a positive impact on patient care. This is a critical in meeting the statutory requirements of the Nurse Staffing Levels (Wales) Act 2016. An implementation workshop was held as part of the Hot Topics and agenda of November's Nursing Midwifery Board, where members generated ideas for the first year implementation programme. An action plan has been developed identifying the aims, strategy and plan for year 1, the priorities are listed below:

Plan
50% of Ward sisters will adopt the supervisory role in Acute Medical and Surgical in-patient wards.
90% of qualified nurses will receive clinical supervision
Ensure there are sufficient mentors for pre-registrants.
Scope research currently being undertaken: *Master's degree PhD/Professional Doctorate
Provide university-led engage events to promote scholarship and research among nurses and midwives.
90% of newly qualified nurses will receive a de-brief and opportunity for reflection following involvement in a critical incident.
100% of nurses and midwives whom leave within 1 year of employment will have exit interviews completed.
At least 50% of front line staff will receive the influenza vaccine.
At least 75% of priority groups will receive the influenza vaccine.

VACANCIES AND TURNOVER ANALYSIS

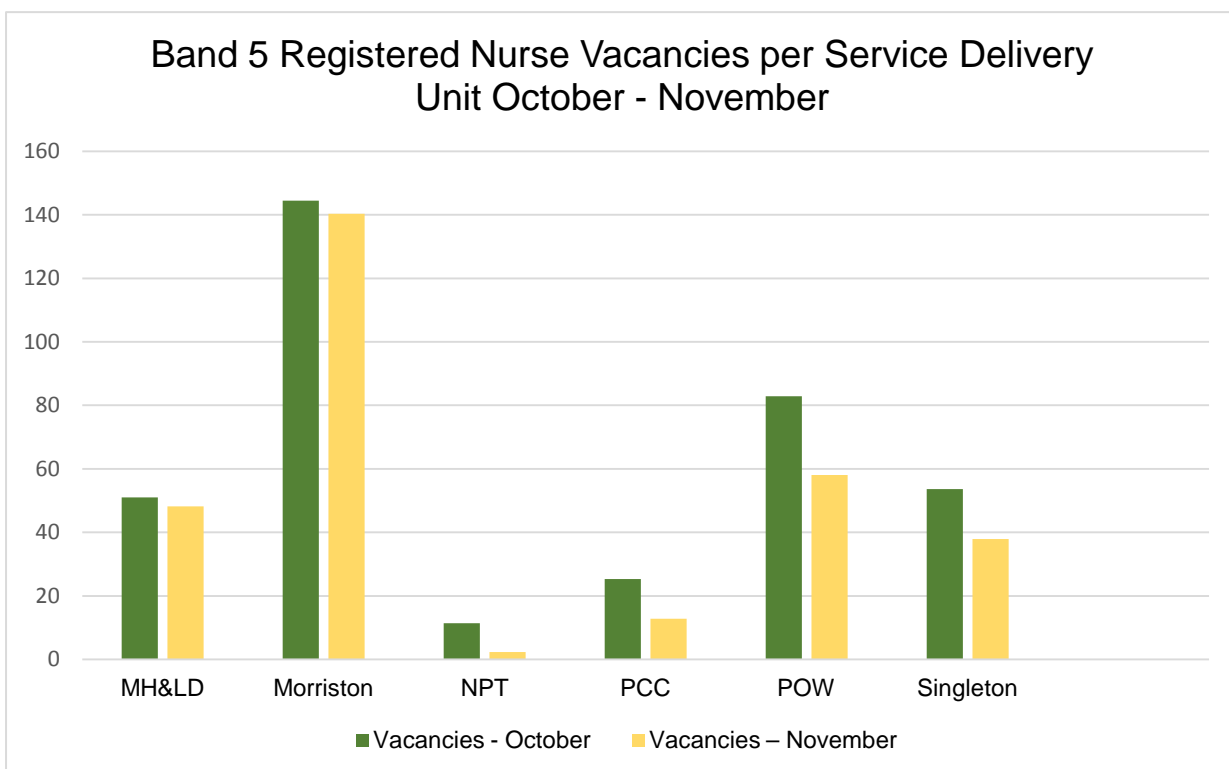
Vacancy data

The vacancies in the ABMU Nursing Workforce remain a challenge and a risk for the Health Board, this is evidenced in the corporate risk register under the Nurse Staffing Levels (Wales) Act.



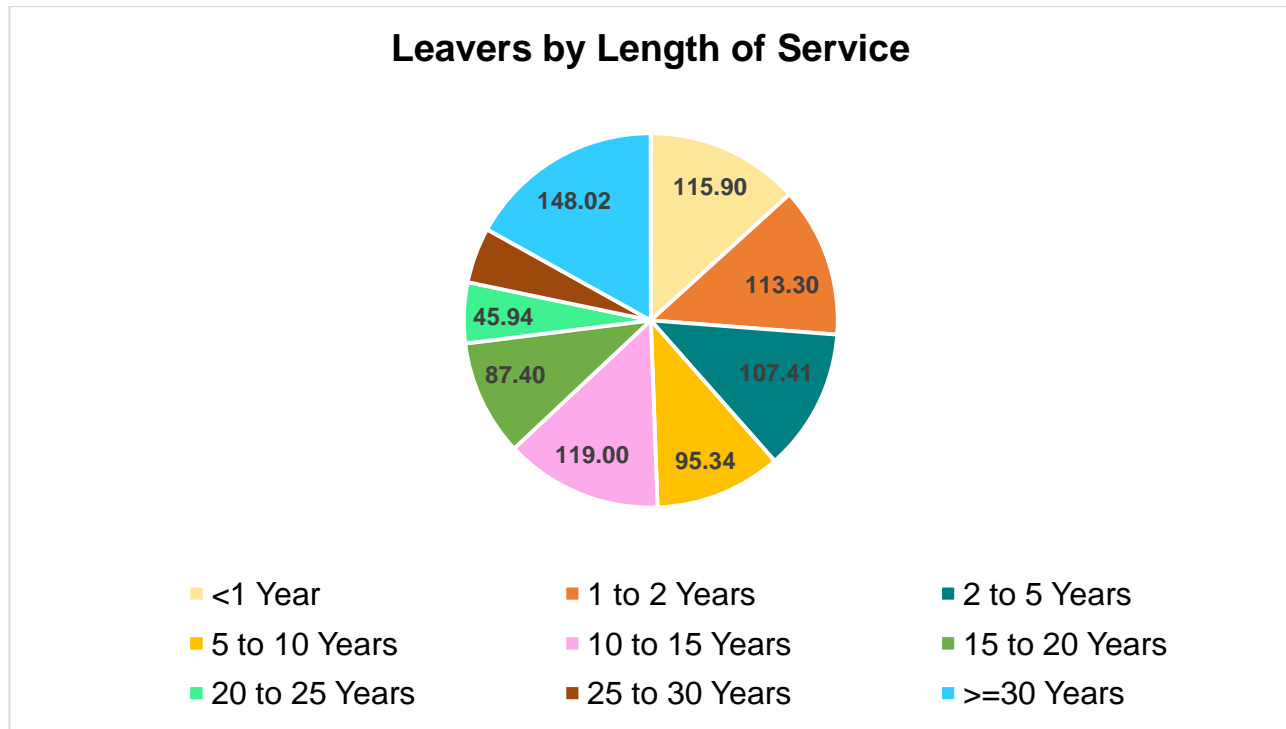
The bar chart above demonstrates the total whole time equivalent (WTE) budget and the downward trending proportion of WTE vacancies as of October & November 2017; there are a total of 409 vacancies.

The chart below indicates the split of these vacancies by Service Delivery Unit during the months



Turnover data

The chart indicates the number of leavers against their length of service with the Health Board, from 1 year to 30+ years and below the actions to address the amount of leavers from the Health Board.



The highest rate of leavers are those with 30 or more years of service; this is not unexpected due to the age profile.

Further improvements are underway to examine and support the reasons as to why staff are leaving the Health Board especially for the high volume of leavers in year one. These are as follows;

- To increase the number of exit interviews with leavers. This will enable the Health Board to examine trends in reasons for leaving.
- To further support the Clinical Supervision programme for Nurses.

However the large number of leavers within year one can also be attributed to the amount of EU nurses that have left us to return home or to work in London.

Exit Interviews

There is currently no system in place for recording the completion of exit interviews; therefore, it is not certain that they are always undertaken, also the current exit interview consists of 20 questions that all require descriptive answers. There are joint discussions underway with Nursing & Workforce colleagues to improve this process to support a consistent approach in capturing information. A pilot project is being presented to the Nursing and Midwifery Board in January 2018 to propose a short research period of three months that would enable some visibility returns and the reasons stated as to why the staff

member is leaving. It is also proposed to simplify the interview to 8 questions that can be star rated and to include an 'any other comments' box.

This would be less time consuming than the current exit interview thus more likely to be completed. Ward Managers/Matrons will be encouraged to complete the exit interview within 72hrs of receiving a letter of resignation. This will give the manager the opportunity to explore options to keep the member to staff within the Health Board should they be leaving.

Clinical supervision

Clinical supervision is a process that assists in the development of new skills for staff and maintenance of competent practice, which ultimately benefits patients. Essentially clinical supervision allows a registered nurse, midwife, specialist community public health nurse and nursing health care support worker, to receive professional supervision in the workplace by a skilled supervisor; during which care experiences are explored. This collaborative, dynamic process offers support and guidance that goes beyond teaching/mentoring and works consistently towards enabling staff to gain new perspectives in delivering care.

The existing clinical supervision strategy has been reviewed to reflect changes in midwifery supervision, and the action plan has been updated with regard deadline dates and timescales. This strategy has been discussed and agreed in December's Nursing and Midwifery Board and will be fully implemented by March 2018.

RECRUITMENT

Nurse recruitment

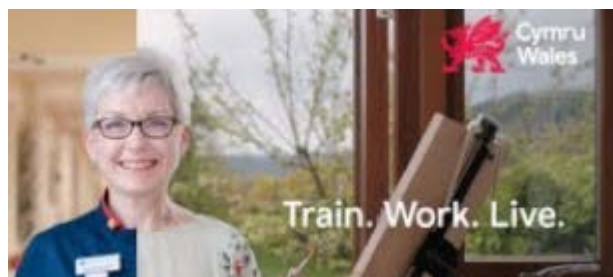
There are currently 409 WTE registered nurse vacancies, 299 of those are for Band 5 nurses across the Health Board as of November 2017.

The Health Board is maximising all opportunities to recruit Band 5 nurses by organising open days and utilising social media. A Health Board wide approach to nurse recruitment open days has been agreed, two events are scheduled for 17th February 2018 and 3rd March 2018. Job adverts are now live on NHS jobs on a rolling basis for all Service Delivery Units.

It was agreed at the Nursing and Midwifery Board that a lead for coordination of recruitment events would be the Unit Nurse Director for Mental Health & Learning Disabilities. Two meetings have been arranged to organise the detail for these

recruitment events, and Service Delivery Units will be nominating representatives to plan/participate in the events.

TRAIN.WORK.LIVE. Campaign



The Health Board remains fully engaged with the Wales ***TrainWorkLive*** campaign. Unfortunately, expressions of interest have resulted in very little response; this has been reported back to Welsh Government.

Student Streamlining Project

The new Student Streamlining Project developed, as an all-Wales approach will ensure that students across Wales are recruited at the end of their second year in university thus ensuring the continuation of high levels of retention on registration. The project implementation date has now been confirmed as March 2018. It is expected that this will positively impact on our future student recruitment.

Return to Practice programmes

Return to Practice programmes are delivered annually in Swansea University and bi-annually in the University of South Wales.

The programmes could be offered more frequently, however the number of eligible applicants is usually quite low and does not warrant this. Recruitment into the Health Board on completion of the programme is poor with the majority of nurses favouring return into the private sector. The Health Board is reviewing its approach to securing a position within the Health Board when they commence the programme.

Overseas recruitment

The Health Board has successfully recruited nurses from the Philippines. These nurses need to pass an Objective Structured Clinical Examination (OSCE) in order to register with the Nursing and Midwifery Council (NMC) in the UK. There are eight stages to this process.

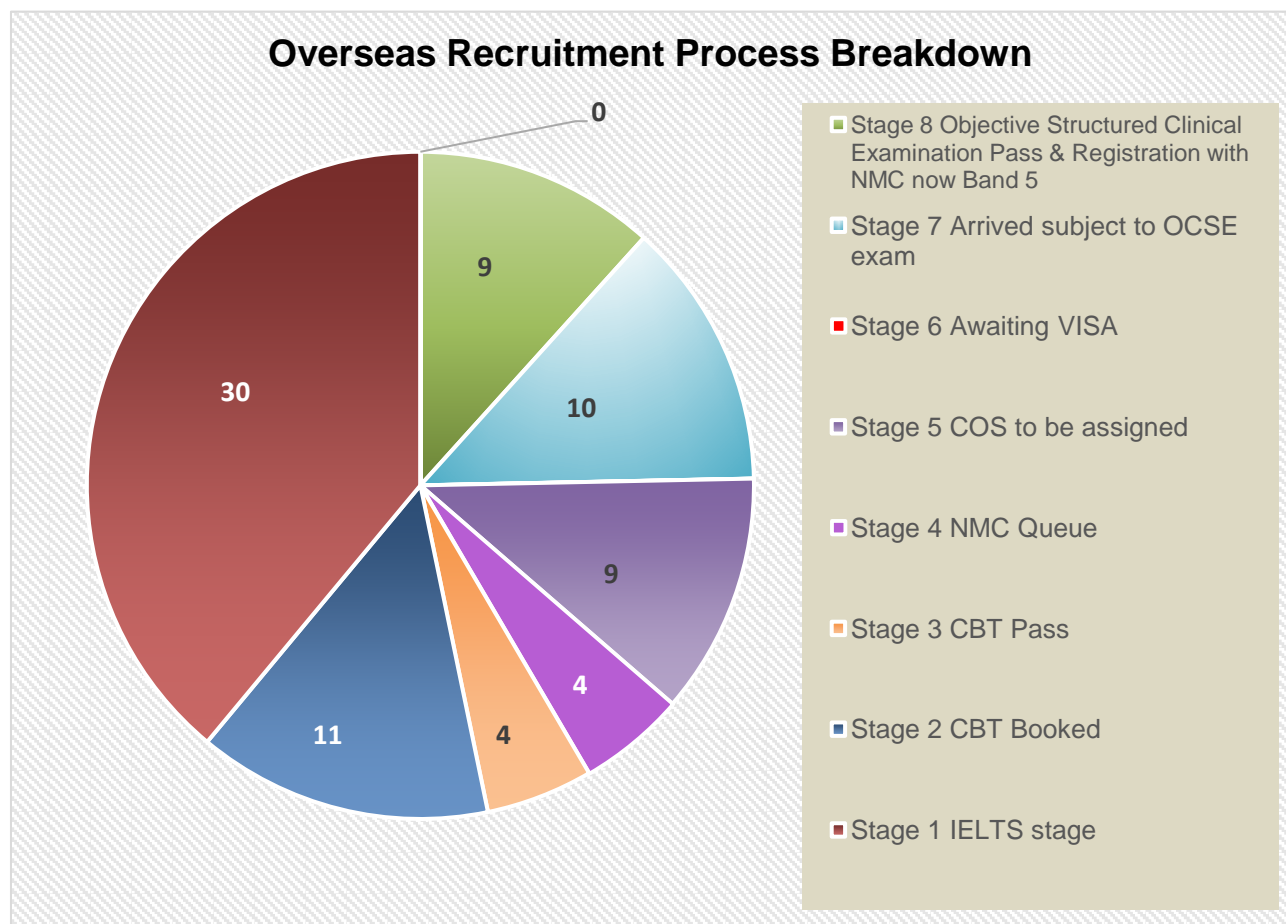
These stages are as follows;

Stage 8	Objective Structured Clinical Examination Pass & Registration with NMC now Band 5
Stage 7	Arrived
Stage 6	Awaiting VISA
Stage 5	COS to be assigned
Stage 4	NMC Queue
Stage 3	CBT Pass
Stage 2	CBT Booked
Stage 1	IELTS stage

On arrival to the Health Board the nurse would be paid a Band 4 salary and undertake preparation to sit the OSCE within 12 weeks. Under NMC, rules nurses recruited prior to 6th April 2017 are allowed only two attempts at the OSCE application. A paper has gone to the October Nursing and Midwifery Board in relation to options to consider and agree a way forward in supporting overseas nurses. A preferred option has been agreed by the Nursing and Midwifery Board, further work will now be undertaken to consider this option.

Philippines recruitment position

85 nurses from the Philippines have been offered posts, of this number 22 nurses have commenced employment, with a further 8 expected to start during December 2017. The nurses work as a Band 4 on arrival and receive training in preparation for their OSCE exam. Under their application conditions, they are allowed two attempts at the OSCE.



Failure rates are quite high on the first attempt, with the majority of nurses passing on the second attempt. The nurses have reported a very positive experience of being welcome and supported in their clinical areas. Money from Swansea University for international recruitment will be used to fund a six month Practice Development post to concentrate on improving the first attempt pass rate.

European recruitment position

The Health Board has recruited 197 nurses from Europe in the last 2 years of which 83 remain in employment 71 of which are now working as Band 5 nurses. 10 nurses who have failed to reach the level 7 English Language Test (IELTS) required for EU applicants have accepted Band 2 positions rather than leave and return home.

	Morrleston	POW	Singleton	NPT
Total arrived	82	68	45	2
Resigned	50	44	17	Both Transferred to Morrleston
Dismissed	2	1	0	0
Still employed	30 + 2	23	28	0
Those employed at band 5	30	22	19	
Those employed at band 4			2	
Those employed moved to band 2	2	1	7	

A budget of 500k has been allocated to overseas recruitment for 2017-18. A business case has been submitted to executive team outlining options for spend. The introduction by the NMC of the English language Test (IELTS) at level 7 for EU applicants has greatly impacted on our retention of EU Nurses. Prior to the introduction of the NMC English language requirement of IELTS level 7, the attrition rate was 22%. During the past year, 48 of the 103 resignations (47%) have been due to nurses failing to achieve IELTS Level 7.

Our greatest numbers of EU recruits are from Italy, Spain and Romania. The resignation rate for nurses from these countries reflects the quantities that we recruit, with the majority

of resignations coming from Italy (54 resignations), followed by Spain (25 resignations) and Romania (13 resignations).

The NMC have recently indicated that they are reviewing the current English language requirement and there may be a change in early 2018.

Temporary staffing

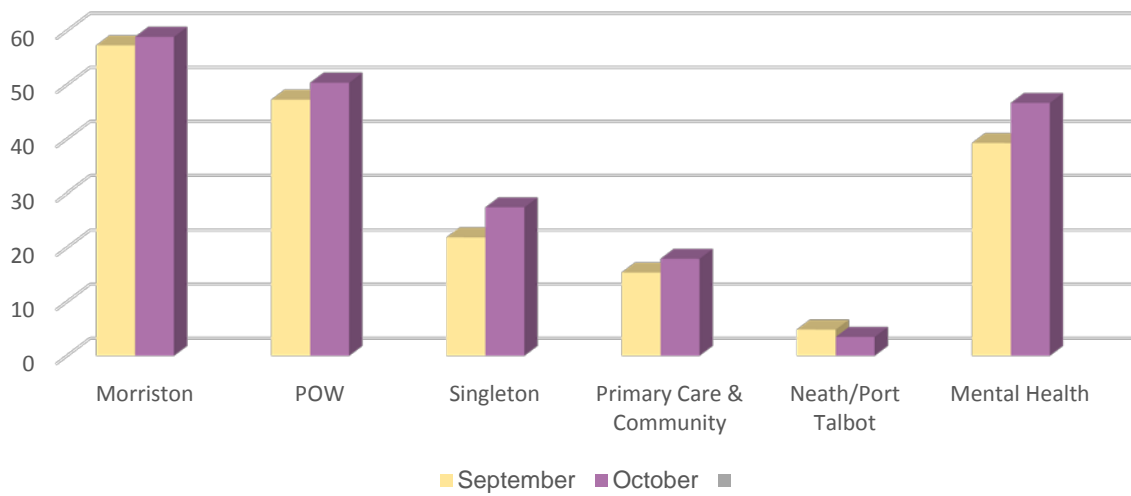
The Health Board continues to rely on temporary staffing (bank and agency) to ensure safe staffing levels are maintained. The Nurse Bank provides a seven day week service across the Health Board filling vacant shift requests with Registered Nurses and HCSWs. All our agency providers are now a part of the all-Wales Agency Framework and the Health Board no longer uses any off-contract expensive agencies. This has reduced costs significantly and also improved the quality of care being provided to our patients.

There are 3366 workers registered on the Nurse Bank and 2431 of these also hold a substantive post within the Health Board. The Nurse Bank is hosted by the Neath Port Talbot Service Delivery Unit, and reports performance to the Service Delivery Unit Management Delivery Board. Performance on fill rates and recruitment is also reported and monitored on an all-Wales level. The monthly average fill rate is 85% with Bank filling 67% and agency filling 33% of shift requests. We currently fill 88% of HCSW shift request with Bank workers but only 33% of registered nurse shift requests are covered by Bank.

The current demand on the service is unprecedented and latest figures show the Bank covering 400 wte per week which equates to 7,400 shifts over a 4 week period.

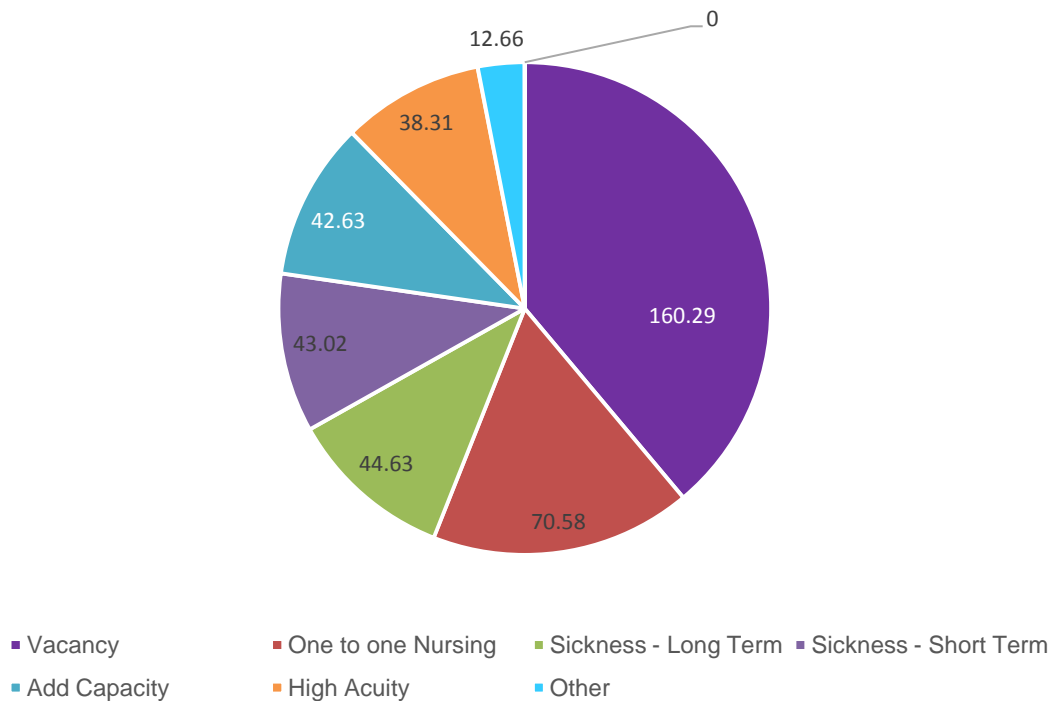
The recruitment of HCSWs onto the Bank is very healthy and on average 20-30 new staff are recruited monthly. Recruitment of registered nurses is poor. A Bank incentives priority work stream has been established to improve this recruitment.

Bank and Agency Average Weekly Usage Qualified Staff wte Sept - Oct 2017



Audited random week in November – booking reason

Bank and Agency Usage Random Audit findings - November 2017



All-Wales Agency Contract Framework

As discussed previously the new Agency Contract Framework for Wales was introduced on April 1st 2017. This resulted in previous off-contract agencies that were supplying ABMU now supplying via the new contract at less expensive rates. Since the introduction of the new contract the Health Board has not used any off-contract agency. There are 94 agencies on the contract and fifteen new suppliers have engaged with ABMU. The contract is working well for the Health Board with good fill rates from agency suppliers.

Bank System Upgrade

The bank staff system upgrade went live on 15th October 2017. There is early indication of improved fill rates and renewed interest from staff who have been inactive for long periods and are now booking shifts. The efficiencies/benefits of the new system include:

- Improves the ability to control the vacant shifts 24 hours a day
- Improves the marketing of vacant shifts which would improve fill rates
- Allows Bank staff to view and book vacant shifts 24 hours a day
- Allows Bank staff more opportunity to work across the different Service Delivery Units
- Increases the transparency of vacancies
- Improved monitoring of EWTD compliance
- Improved reporting functionality
- Improved invoice payments process for Agencies
- Enhanced payroll functionality to allow Bank members of staff to view their timesheets
- Electronic timesheets which will improve accuracy and timeliness of payment

Value Based Recruitment

A Values Based Recruitment project was launched in April 2017 to recruit HCSWs for the Mental Health & Learning Disabilities Service Delivery Unit to enable them to eradicate the use of agency HCSWs. Three successful recruitment days have been held in August and 43 posts offered.

NURSE TRAINING AND EDUCATION



NMC Programme of Change for Education

As discussed previously the NMC has proposed a new national framework for nursing and midwifery education. It includes the main elements of the Nursing and Midwifery Council (NMC) education framework along with significant implications for practice in delivering future nursing and midwifery programmes.

Important timeframes for implementation of the new framework:

- NMC consultation period (closed 12th September 2017)
- NMC validation of nursing programmes for all approved education institutions in Wales to be arranged between January and May 2019 (midwifery programmes in 2020).
- First nursing student cohorts in Wales to undertake new programmes will commence September 2019.

A joint ABMU Health Board and Higher Education Institute Task and Finish Group will lead on the review of implications of the final published version of the NMC education framework and on the preparation of the Health Board in readiness for the validation of the nursing programme in early 2019. Where NMC education framework implications are identified the Task and Finish Group will devise an action plan involving key stakeholders as required and will report to the Nursing and Midwifery Board. It is anticipated that the action plan will include policy implications, clinical skills training, assessor preparation and resource issues. The Health Board and Health Education Institute has met, the Terms of Reference and work plan will be submitted to November's Nursing and Midwifery Board for approval.

Flexible routes to nurse registration

1. BSc Honours part time nursing

11 ABMU Health Board Health Care Support Workers (HCSW) have been successfully recruited to a new part time degree in nursing programme at Swansea University which commenced in September 2017. The new programme allows HCSWs to train as a nurse whilst still maintaining their role as a HCSW on reduced hours in the Health Board. The HCSWs will still receive their salary funded jointly by WEDS and ABMU Health Board. Further recruitment is expected in subsequent years. The new registrants from this programme will be required to work for ABMU for 4 years after qualifying. The course start dates are 6th September (4 years) and 18th January (3 years).

2. MSc Nursing

13 ABMU HCSWs have been successful in gaining places on a new 2-year full time master's programme. These HCSWs are full time student nurses throughout the programme but will become registered nurses in two years. This is a graduate entry programme.

3. HCSWs with overseas registration

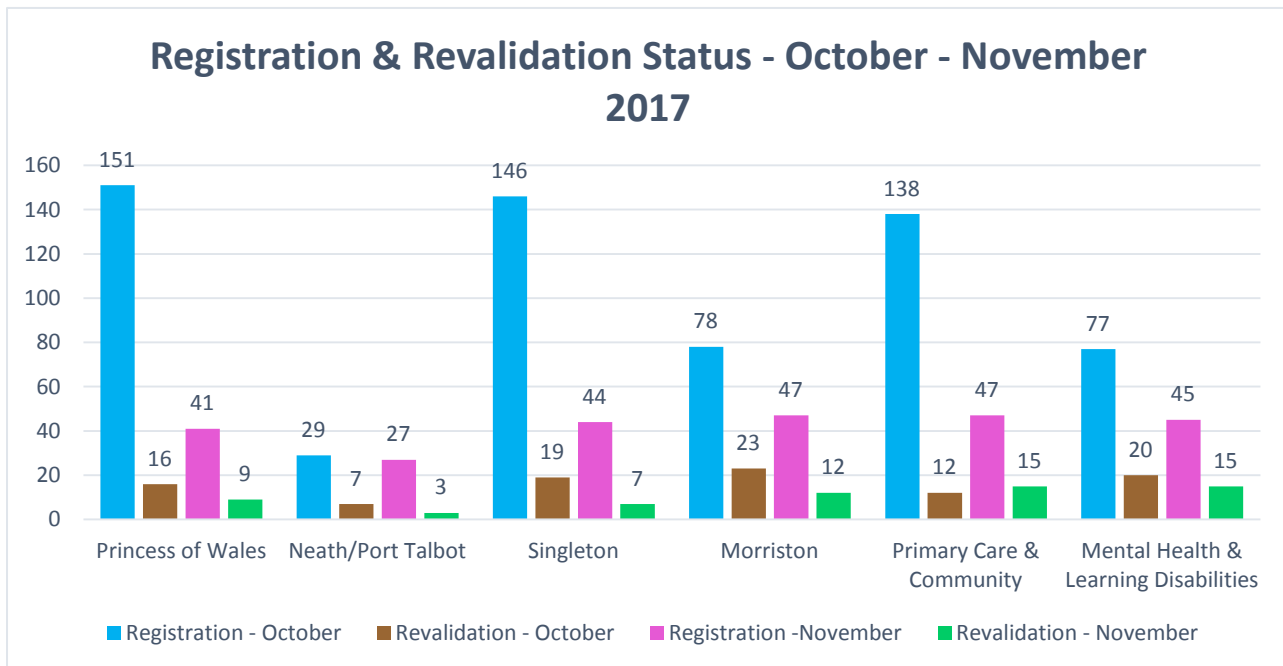
ABMU Health Board and Hywel Dda Health Board have worked with Swansea University to develop a new development programme to enable HCSWs with overseas registration become registered nurses in the UK. A pilot cohort of eight HCSWs from ABMU Health Board have commenced the programme in October. If the programme evaluates successfully other HCSWs could be offered the same opportunity.

GOVERNANCE AND ASSURANCE



Revalidation and Registration

Nursing and midwifery
REVALIDATION



Lapsed Registrations Due to Revalidation *

The Health Board reported the following;

- No revalidation lapses in September.

- Two revalidation lapses in October these were expected and managed. SBAR reports will be, completed by the relevant nurse Directors, and reported to Nursing Midwifery Board in January 2018 as part of learning and assurance.
- There were no revalidations lapses in November.

NMC Referrals

As of December 2017 the Health Board has 25, NMC Cases open; in total 30 Registrants as one case has multiple registrants involved. 21 Registrants are still working within the Health Board.

RECOMMENDATIONS

The Workforce and OD Committee is asked to:

- Ratify the terms of reference for the Health Board Nurse Staffing Act Task and Finish Group.
- Note the updates in this paper.



Abertawe Bro Morgannwg University Health Board Task & Finish Group Nurse Staffing (Wales) Act 2016

Terms of Reference

Overall Purpose and objectives

Manage and monitor the Health Boards' requirements and implementation of the Nurse Staffing (Wales) Act.

The Nurse Staffing (Wales) Act Task and Finish Group has been established to develop systems and processes to capture data required for the Act. Section 25A entitled Overarching Responsibilities came into force in April 2017 and requires all Welsh Health Boards to ensure there are robust workforce plans, recruitment strategies, structures and processes in place to ensure appropriate nurse staffing levels across the organisation. Section 25B and 25C comes into force in April 2018 and requires the Health Board to use a specific method to calculate appropriate nurse staffing levels initially within Adult Medical and Surgical wards and to inform patients of the Nurse Staffing Level. Under section 25E the Health Board must submit annual reports to their board and three yearly reports to Welsh Government. The role of the Task and Finish Group is to bring a specific focus to the Act regarding compliance.

The Health Board must submit a Nurse Staffing Level Report in accordance with the Act.

To discharge its function the Task and Finish Group will:

- Accept delegated responsibility to lead on the implementation of the Act on behalf of Workforce and Organisational Development (OD) Committee.
- Provide a two way communication platform for all key stakeholders which includes the all-Wales Nurse Staffing Group and Sub-Groups.
- Work to an agreed implementation plan, which clearly outlines any risks.
- Provide Nursing and Midwifery Board (NMB) and Workforce & OD Committee with updates and status reports regarding progress on work streams.
- Identify any areas within the work streams which require additional support.
- Facilitate the embedding of the adult acuity tool which forms part of a triangulated methodology within acute medical and surgical in-patient wards.
- Identify and develop processes with Workforce and OD to comply with the key data sets required to comply with the Act:

- 1) The extent to which nurse staffing levels have been maintained

- 2) The impact of not maintaining nurse-staffing levels has had on care provided to patients by nurses. These will include:
 - Complaints about care
 - Errors in administering medication to patients
 - Patients falling
 - Patient developing hospital-acquired pressure ulcers
- 3) Actions taken in response to not maintaining nurse-staffing levels

Membership

The Task and Finish group will include:

- The Interim Deputy Director of Nursing and Patient Experience (Chair)
- Interim Corporate Head of Nursing (Also representing the all-Wales Nurse Staffing Group)
- Unit Nurse Directors or nominated Deputies
- All-Wales Nurse Staffing Programme Manager
- Workforce and Organisational Development Lead
- Head of Nurse Education & Development
- All-Wales Sub Group representatives (who could also represent their Service Delivery Units)
- Finance Lead
- Union Representative
- Patient Experience Lead
- E-rostering Lead
- Informatics Lead

The Task and Finish Group will co-opt representatives as appropriate depending on the subject being considered.

Substantive members of the Task and Finish Group who cannot attend a meeting will identify a designated appropriate representative to attend on their behalf. The alternate representative will have delegated authority for decision-making and communication and therefore must be at a suitable level of authority.

In Attendance

Members may invite individuals to attend the meetings as part of their professional development. Requests to attend the meeting will be agreed through the Chair. At least one representative from each service delivery unit must be present to ensure the quorum of the group.

Frequency of Meetings

The first meeting will take place in September 2017 followed by monthly meetings until frequency is reviewed.

Reporting Arrangements

The Task and Finish Group will report directly to the Nursing Midwifery Board & Workforce & Organisational Development Committee Bi-Monthly. The Chair outside the planned meeting arrangements as deemed necessary will raise matters requiring urgent attention.

Review

The role and function of the Task and Finish Group will be reviewed on an annual basis

Reviewed: July 2017

Next Review: June 2018