



AGENDA ITEM

5.1

PEOPLE & CULTURE COMMITTEE

NURSING WORKFORCE UPDATE

Date of meeting	09/11/2022
FOI Status	Open/Public
If closed please indicate reason	Not Applicable - Public Report
Prepared by	Paul Harrison, Head of Workforce Productivity and eSystems.
Presented by	Hywel Daniel, Exec Director for People.
Approving Executive Sponsor	Executive Director for People
Report purpose	FOR NOTING

Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/group)

Committee/Group/Individuals	Date	Outcome
(Insert Name)	(DD/MM/YYYY)	Choose an item.

ACRONYMS

AHP	Allied Health Professional
AP	Assistant Practitioner
CSG	Clinical Service Group
CTM	Cwm Taf Morgannwg Health Board
HCSW	Health Care Support Worker
IN	International Nurses
OSCE	Objective Structured Clinical Examination
PA	Physician Associates
PAAR	Planned Additional Activity Rates
RN	Registered Nurse
SIP	Staff In Post
UHB	University Health Board
WTE	Whole Time Equivalent
NWSSP	NHS Wales Shared Services Partnership

1. SITUATION/BACKGROUND

1.1 A paper and supporting presentation on workforce planning and the specific challenges for the nursing workforce at CTM was discussed at the People and Culture committee in May 2022. The paper included work undertaken at a national level to model and forecast supply and demand and develop an NHS Wales nursing workforce plan.

1.2 The work on a national workforce plan for nursing is continuing. A simplified Shape and Supply tool to understand the impact leavers and joiners have on the workforce across the four nursing fields (Adult; Paediatrics; Mental Health and; Learning Disabilities) will be available to the HB (Health Board) by the end of 2022.

1.3 A programme of work focussed on Nursing Productivity has commenced with the HB. This will identify opportunities for efficiency and effectiveness, based upon realising benefits across a range of improvement workstreams with a specific focus on E-rostering. It will also consider the use of Agency, Bank and variable pay, specialising (Enhanced Supervision), recruitment including Student Streamlining, overseas recruitment and compliance with the Nursing Staffing Act.

1.4 The purpose of the paper is to provide an update for the People and Culture Committee on work ongoing within the Health Board to address the challenges of nurse supply. This is within the recognised context of national challenges relating to nurse supply and the ongoing work within the Nursing Productivity Programme.

2. SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING (ASSESSMENT)

CTM Health Board is engaged in a range of activities to improve the supply of Registered Nurses and HCSW to ensure that safe and compassionate care is provided to patients. These comprise a range of immediate actions and workstreams together with medium to longer term workforce planning opportunities.

2.1 International Nurses (IN)

CTM has a successful track record of recruiting International Nurses and their retention is high. Since 2019 the HB has recruited 307 nurses and only 8 have left during this time. Those recruited have filled nursing gaps on the wards across all 3 of the main hospital sites across the HB.

The current round of international nurse recruitment was led by NWSSP. 91 nurses have already joined the HB with a further 6 to join over the next couple of months. To date 39 have successfully passed their Objective Structured Clinical Examination (OSCE) and are well supported by the Nurse Education Team and colleagues in the People Directorate.

The Health Board data shows an increase in turnover and significant vacancy level of Registered Nurses. This is not a unique position in regard to this profession and is reflective of national challenges. The recruitment of International Nurses (IN) is a quick and viable route to increase WTE RNs.

HEIW are predicting that IN will be a necessary avenue to increase staff numbers for at least the next 2 years, to be able to get to a point where streamlining will fill the gap in the UK market.

91 RNs have been recruited from the current IN campaign so far, and the business case is in development to extend this project for a further 2 years. This aims to increase the supply to approximately 150 WTEs per financial year, subject to approval.

2.2 Student Streamlining

The Student Streamlining Process is a programme specifically tailored to match some student health professionals to positions in NHS Wales organisations in preparation for when they complete their studies.

The Health Board has a number of vacancies available to apply for via the student streamlining scheme. All eligible nurses have been provided with details on how to login and apply for the posts. There are currently 40 vacancies equating to 71.6 WTEs available, the UHB will know in mid-November how many posts WTE offered have been filled by the streamlining process.

Moving forward there is work to do to process map our approach to ensure we maximise the number of posts we advertise through the two streamlining recruitment windows and to increase applications. Nursing, Finance and People colleagues are exploring options to ensure the HB adopts a more proactive approach. The HB is also working with the Primary Care team to explore opportunities within independent Primary Care GP Practices.

2.3 Nurse and HCSW Bank

Bank allows for a way to increase staff numbers in the UHB in a non-permanent fashion, in reaction to gaps in our workforce. The staff

bank has 3953 RN and 2445 HCSW live on the bank currently and provide cover for approximately 6,085 shifts per month.

2.3.1 Bank Modernisation Programme

The auto invoicing of bank is a major step in the modernisation of the service, driving change of practice at ward level and then freeing up resource to focus on recruitment.

In addition, a Task and Finish Group has been established with Nursing to oversee changes that need to be made, including potential rostering efficiencies. This work will also be supported by Service Improvement to provide an expert lens on opportunities to streamline processes and ways of working.

2.3.2 Bank Recruitment

Internal Staff

The Health Board is always looking to increase the amount of bank staff registered and there are no restrictions placed on internal UHB Registered Professionals or HCSW staff joining the bank. For internal applicants this is a straightforward process that is completed via a quickly processed sign up form. Working with Payroll colleagues, changes are being made to the termination form to ensure that when staff leave the UHB they can remain on the Bank.

External Applicants

For external applicants, the rolling advert is open for 4 weeks and then routinely closed as part of the normal recruitment cycle to enable all applications to be processed. Unfortunately, this closure was for a slightly longer period than normal this summer given some workforce challenges in the Bank Office Team. However adverts were placed for Registered Nurses, Vaccinators and HCSWs at the start of October 2022 and applications are now being reviewed as part of the recruitment process.

Students

Nursing and midwifery students can join the bank via the targeted recruitment activity. The HB routinely shares these details with University of South Wales and Swansea University that they then share with their student groups via their intranet (Blackboard) sites, and the details have been shared with Nurse Education for sharing via the Practice Facilitators.



2.4 Weekly Pay

The Executive Director for People has initiated a work stream in collaboration with NWSSP to understand and allow for a weekly pay method within the HB.

Staff feedback continues to be, that if there was a way to be paid weekly, they would undertake more bank and overtime work.

Currently there are several possible options to provide weekly pay. These are under review by the Head of Workforce Productivity and systems, working with NWSSP colleagues, and a way forward anticipated during the next month.

2.5 Enhanced Rates

There is currently provision for the Health Board to offer enhanced rates via the Planned Additional Activity Rates (PAAR) advisory notice issued by Welsh Government. What this gives the UHB is the ability to pay double time to staff to work overtime for planned additional activity.

The ability to pay these preferential rates gives the UHB the potential to attract more work from substantive staff and reduce need for high-cost agency. This provides a reduction in cost to the UHB and a better fill rate from staff who understand the wards they work on, over agency staff who are not from the Health Board.

Work is underway at a national level to understand if these enhanced rates need a wider application.

2.6 Retention / Reasons for Leaving

A work stream has been launched in the People Directorate to understand why people leave CTM. While ESR data provides a high-level reason for leaving, getting feedback directly from individuals will provide the HB with rich data to inform future retention strategies and approaches.

The new 'Moving On' process, which is due to be launched in January 2023, will enable us to capture information from staff who are leaving the organisation and from those moving internally to understand the trends and offer possible solutions to help with the wider retention issues.

Alongside all this we are using the NHS England Nursing and Midwifery Retention self-assessment tool to enable us to evidence

factors which are influential in nursing and midwifery retention. The dashboard will enable us to provide a summary of results that can be used to support development of our retention plans.

2.7 Establishment control

Establishment control is central to understanding the workforce we have and the workforce we need.

The WTE data in this paper has been provided by the initial work on establishment control undertaken by the Head of Workforce Productivity & eSystems.

Once perfected, this will allow the proper base line for effective workforce planning to start. Establishment control for nursing will be operational in the UHB by the end of financial year 2022/23.

3. Medium / Longer term plans

3.1 Education Commissioning

The annual Education Commissioning process is to be launched imminently by HEIW (Health Education and Improvement Wales) allowing the organisation to identify the education it requires to ensure our workforce has the right roles, skills, and knowledge to deliver care to our patients and population. The commissioning process covers:

- Undergraduate, postgraduate and some apprenticeship education
- Nursing and Midwifery, Allied Health Professions, Healthcare Scientists, Pharmacy plus education provision for HCSW.

It is an essential component of the workforce planning process to ensure CTM people are equipped with the appropriate skills and education to deliver modern health care services and able to work at the top of their license and ability.

This process also enables the HB to develop its alternative pathways to employment including:

- Apprenticeships – The apprenticeship route to registration is under active development within Wales. This is an area the UHB should pay significant attention to as it could allow for our local populace to have an effective route into nursing, that allows us to also support our communities.

- Flexible route to registration – There is provision in the University and Open University within our Health Board boundaries to undertake a flexible route to registration. This route allows a career progression for HCSWs (Health Care Support Workers) into the RN role whilst maintaining their employment and salary status. This allows for work based paid practice, alongside University education over 4 years to become a RN.

3.2 IMTP

The IMTP (Integrated Medium-Term Plan) planning process has commenced providing the organisation, via Care Groups, the opportunity to develop integrated service, financial and workforce plans. This process provides an ideal opportunity for consideration of multi professional workforce planning and consider opportunities to work differently and develop new skills across our people to enable the delivery of modern future facing services.

There are specific nursing challenges and opportunities. The supply challenge is evident but there are increased opportunities to grow our own through the development of HCSW role and a careers escalator from apprenticeships through to registration.

In addition, there are opportunities for roles with advanced clinical skills to work differently and move in spaces left by medical vacancies. The UHB has launched a work stream investigating advanced practice in our clinical services. This work will provide innovative clinical roles for our staff to progress to and provide career paths and routes for staff to continually improve. The Education Commissioning process can support and enable the skills development and support multi professional workforce planning.

CTM also engages closely with HEIW (Health Education and Improvement Wales) to support the delivery of A Healthier Wales and benefit from national research and workforce planning approaches for the future workforce. It is anticipated that the work on the national nursing workforce plan will generate guidance and toolkits to support our local work.

KEY RISKS/MATTERS FOR ESCALATION TO BOARD/COMMITTEE

- a. Nursing supply remains a concern to the HB given increased turnover and a challenging recruitment climate.
- b. There is a significant risk due to low staff numbers that Agency use and therefore spend will increase.



- c. If staff turnover continues to increase, or even stabilises at current levels, this will create a further reliance on high-cost agency

IMPACT ASSESSMENT

Quality/Safety/Patient Experience implications	Yes (Please see detail below)
	Significant risk to patient and staff safety with low staff levels.
Related Health and Care standard(s)	Staff and Resources
	If more than one Healthcare Standard applies please list below:
Equality Impact Assessment (EIA) completed - Please note EIAs are required for <u>all</u> new, changed or withdrawn policies and services.	No (Include further detail below)
	If yes, please provide a hyperlink to the location of the completed EIA or who it would be available from in the box below. If no, please provide reasons why an EIA was not considered to be required in the box below.
Legal implications / impact	Yes (Include further detail below)
	Low staff levels will likely lead to an increase in claims against the UHB for poor care and outcomes.
Resource (Capital/Revenue £/Workforce) implications / Impact	Yes (Include further detail below)
	Increasing agency spend will significantly impact the poor financial position of the UHB.
Link to Strategic Goals	Sustaining Our Future

RECOMMENDATION

1. Accept the paper for **NOTING** of the significant challenges in front of the organisation.