Transformation of the ward-based and non-ward-based nursing workforce: experience at Barts & The London NHS Trust

**Reshaping the Nursing Workforce
Preparing professionals for new working patterns**

Wednesday 22nd February 2012

**Professor Kay Riley – Chief Nurse
Dr. Scott McLean – Divisional Nurse**

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Format

- **Breakout session**   **20 mins**
  - **2 groups**
  - **Feedback**

- **Ward-based nursing**   **10 mins**

- **Non-ward-based nursing**   **10 mins**

- **Q&A**   **10 mins**

- **Close**

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Breakout session

- You are responsible for deploying a 1,000 WTE clinical nursing workforce of B2-B8's in a newly formed urban teaching hospital of 700 beds

  - Range of beds:

    - 650 Level 0/1 beds over 25 wards

    - 30 Level 2 beds over 3 units

    - 20 Level 3 beds over 2 units

  - Range of Tertiary specialties:

    - ED, Cardio, Neuro, Cancer, Trauma

- Describe your deployment of this ~£40m resource
  - High level principles
  - High level no.'s

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Ward-based nursing

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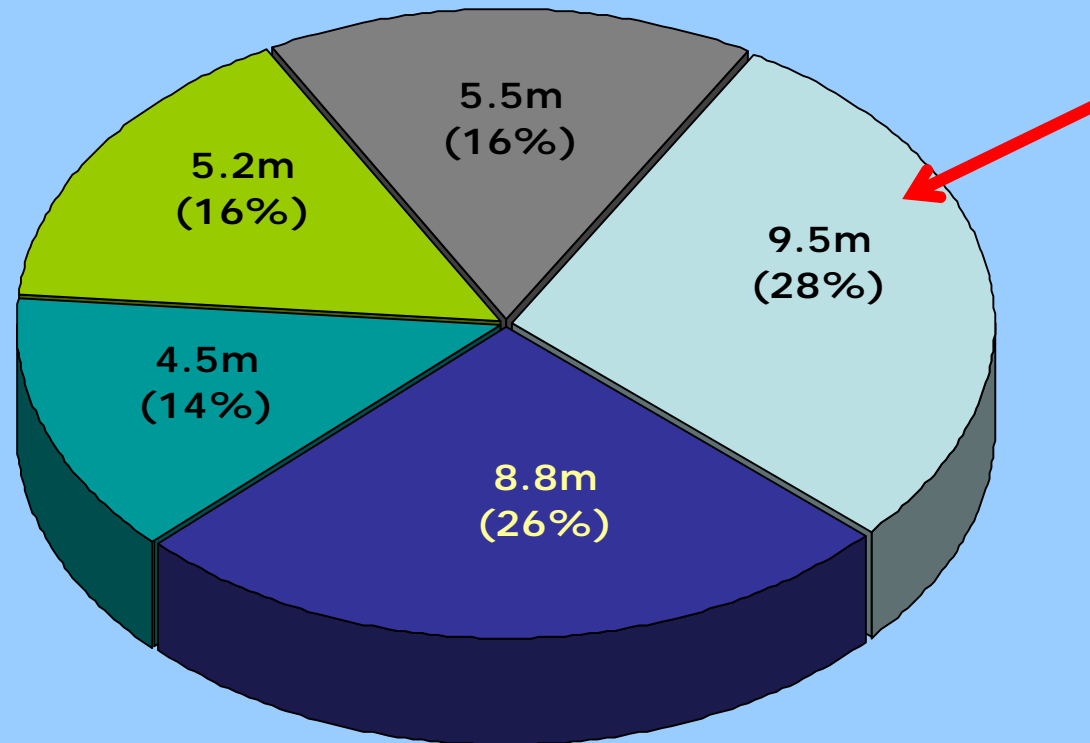Bringing excellence to life

Strategic Context
Performing for Excellence

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- **Multi-million pound efficiencies in:**
  - **Pay**
  - **Non-Pay**
  - **Income**

- **Delivered annual saving of <u>£30-35m</u> in 9/10, 10/11 & 11/12**

- **Pay saving target of <u>£33m</u> (cumulative) over 10/11 & 11/12**

- **Nursing pay saving target of <u>£9.5m</u> (cumulative) over 10/11 & 11/12 (28%)**

- **<u>£6.2m</u> of nursing's <u>£9.5m</u> saving (65%) in Level 0/1 inpatient Adult areas**

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Strategic Context
Performing for Excellence

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Overview of the work to transform the ward nursing establishments

Non-qualified bands:
• While the workforce tool estimated non-qualified nursing levels across Bands 2, 3 and 4 we took the position that BLT would utilise only Band 3's
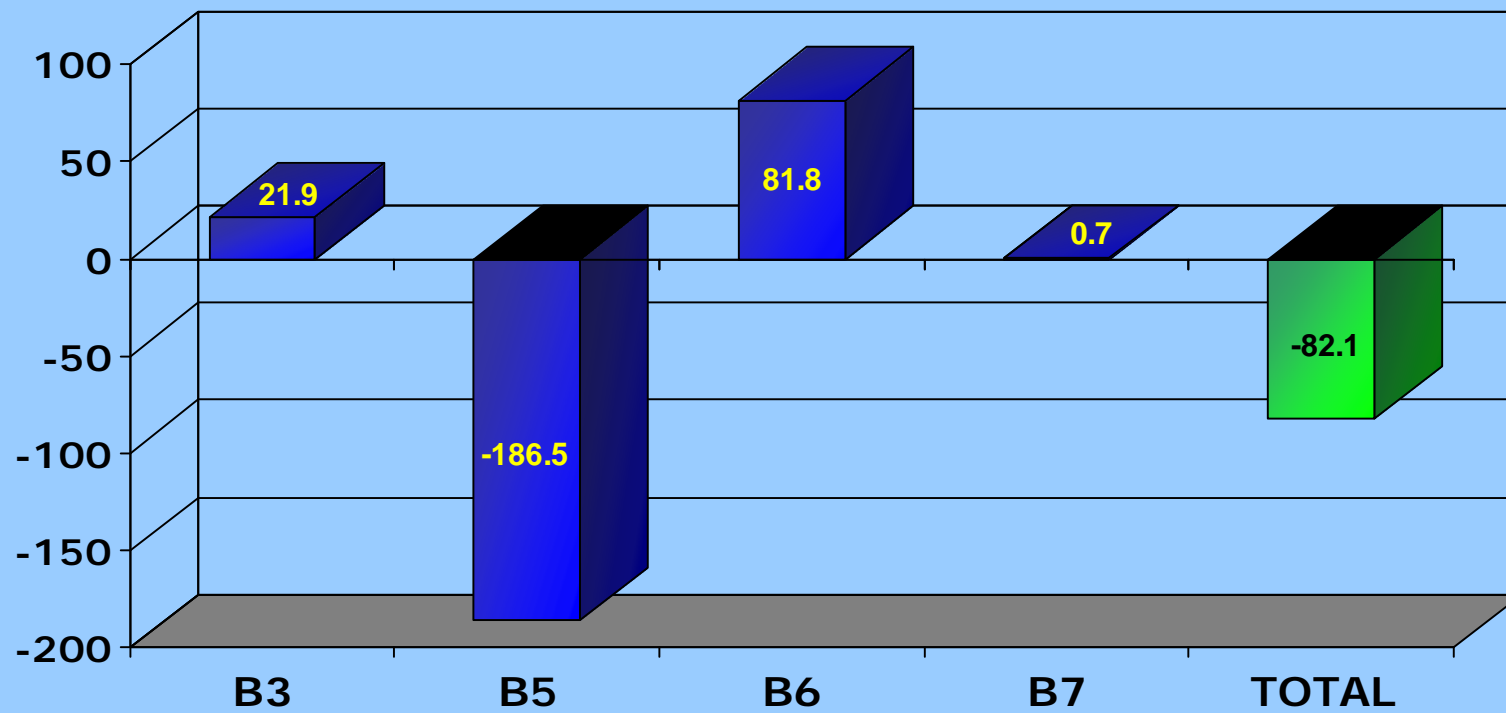
Scope:
• Wards, specialities and bed numbers were defined through repeated validation (18-versions!)

• Paediatrics, maternity, day-case, ITUs and HDUs were excluded from analyses because the model does not have a suitable ward type option. Workforce changes in these areas were modelled locally

• Wards with integral L1 and non-commissioned L2 beds were included, resulting a RN:bed ratio of
  • 1:7 for L0 beds
  • 1:3 for L1/'L2' beds

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Overview of the work to transform the ward nursing establishments

Example : Cardiac Surgery Ward

Ward details

Division:	CRMS
CAU:	Cardiovascular
Organisation (from budget data):	Vicary Cardiothoracic
Ward name:	Vicary
Beds:	18
Bed type:	General Adult
Area of work:	Cardiovascular

Model estimates

Ward type:	Barts_General
Target occupancy:	93%

Notes:
Beds reduced from 25 to 18.
Surgery beds modelled with the Barts_General ward type.

Actual vs model output

Budgeted and model estimated ward staffing for ward nursing positions only

Position	Band	Budget FTE	Model FTE	Professional Judgement	Difference (Budget - Prof' Judge')
Senior WS/CN	Band 7	1.0	1.0	1.0	0.0
Junior WS/CN / Senior SN	Band 6	4.0	4.6	4.6	-0.6
Junior SN	Band 5	13.0	8.5	8.5	4.5
Senior HCA	Band 4*	0.0		0.0	0.0
Intermed HCA	Band 3	5.0	6.1	6.1	-1.1
Total		23.0	20.2	20.2	2.8

* Includes Local Pay Scales grades
** Model estimates non-qualified nursing across Band 2, 3 and 4. For BLT, FTE values for Bands 2 and 4 were directly converted to Band 3's.

Ratio difference

Summary of ward staffing ratios

FTE	Qualified		Non-Qualified
Budget	18.0	/	5.0
Professional Judgement	14.2	/	6.1
Model	14.2	/	6.1
% of totals			
Budget	78.3%	/	21.7%
Professional Judgement	70.0%	/	30.0%
Model	70.0%	/	30.0%

FTE per bed

Model FTE per bed at full and reduced staff availability

FTE per Bed	Qualified	Total
Budget	1.00	1.28
Professional Judgement	0.79	1.12
Model	0.79	1.12
Less 23% 'on time'		
Budget	0.77	0.98
Professional Judgement	0.61	0.87
Model	0.61	0.87

Beds per FTE per shift

How many patients/beds each FTE will look after per shift - including band 7 staff

Bed per FTE on shift	Qualified	Non-Qualified	Total
Budget	4.24	15.27	3.32
Professional Judgement	5.39	12.58	3.77
Model	5.39	12.58	3.77
Less 23% 'on time'			
Budget	5.51	19.83	4.31
Professional Judgement	7.00	16.33	4.90
Model	7.00	16.33	4.90

How many patients/beds each FTE will look after per shift - band 7 staff supernumerary

Bed per FTE on shift	Qualified	Non-Qualified	Total
Budget	4.49	15.27	3.47
Professional Judgement	5.80	12.58	3.97
Model	5.80	12.58	3.97
Less 23% 'on time'			
Budget	5.83	19.83	4.51
Professional Judgement	7.53	16.33	5.15
Model	7.53	16.33	5.15

Safety and quality –
Risk management & monitoring process

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Modelling phase

Local sign-off phase

Formal consultation with workforce

Submission of formal risk assessments to Execs

Exec sign-off

Implementation – with in-built monitoring

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Safety and quality –
Risk management & monitoring process

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Safety and quality –
Risk management & monitoring process

Relevant pre-existing safety structures:
- Quality indicators (falls, medication incidents, pressure ulcers etc)
- Risk registers
- Incident reporting systems (DATIX)
- Workforce indicators (sickness, absence, use of temporary staffing, assaults etc)
- Clinical days (senior nurse quality assurance inspections)

'SAFETYNET:'
- <u>No work</u> for ward-based team, not an audit
- One-page
- Scorecard of ward-based quality indicators
- Bottom-up ethos
- Red-flag scores highlighted to senior nurses, nurse leaders and Trust committee structure
- Data can be cut, with consistency, at ward, departmental, divisional and trust level

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Overview of the work to transform non-ward-based nursing establishments

NWBN evaluation exercise

Number of participants

Service	People
Acute and Family Services	76
Circulatory Respiratory & Metabolic Sciences	54
Clinical and Diagnostic Services	18
Regional Services	81
Grand Total	229

- 17,544 hours of data was submitted
- 229 nurses completed diary cards across all four divisions
- Over 54% of these submitted at least 2 weeks of data
- 150 FTE Band 7

ACTIVITY TYPE BY BAND

Patient Intervention | Indirect Patient Related | Non Patient Related

Band 8a staff have the highest proportion of time spent on non-patient related activity

64% of the average working day is spent on direct or indirect patient activity

Patient Intervention | Indirect Patient Related | Non Patient Related

36% | 26% | 38% | 64%

Nurse led clinics

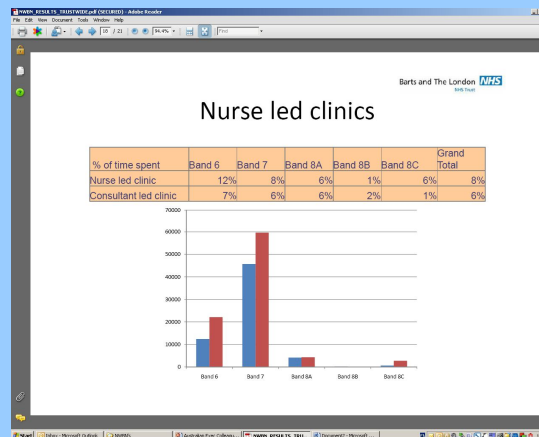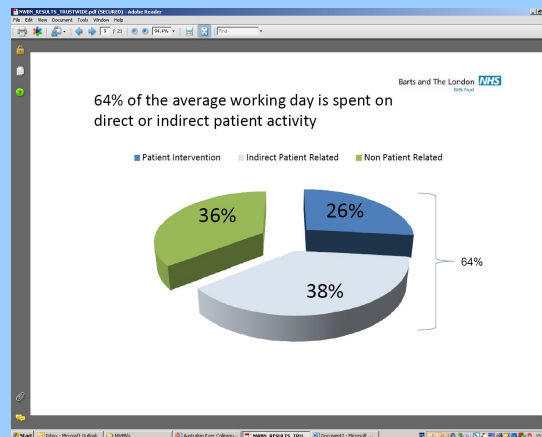| % of time spent	Band 6	Band 7	Band 8A	Band 8B	Band 8C	Grand Total
Nurse led clinic	12%	8%	6%	1%	6%	8%
Consultant led clinic	7%	6%	6%	2%	1%	6%

LOCATION

Outpatients - consultant led clinic 6%
Community Facility 3%
A&E 1%
Patients home or residence 1%
Private patients 0%
Inpatient dept, eg daycase, cath, endo 7%
Outpatients - nurse led clinic 9%
Inpatient - Ward 19%
Office 54%

"Office" was used to classify any non-patient settings

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Overview of the work to transform non-ward-based nursing establishments

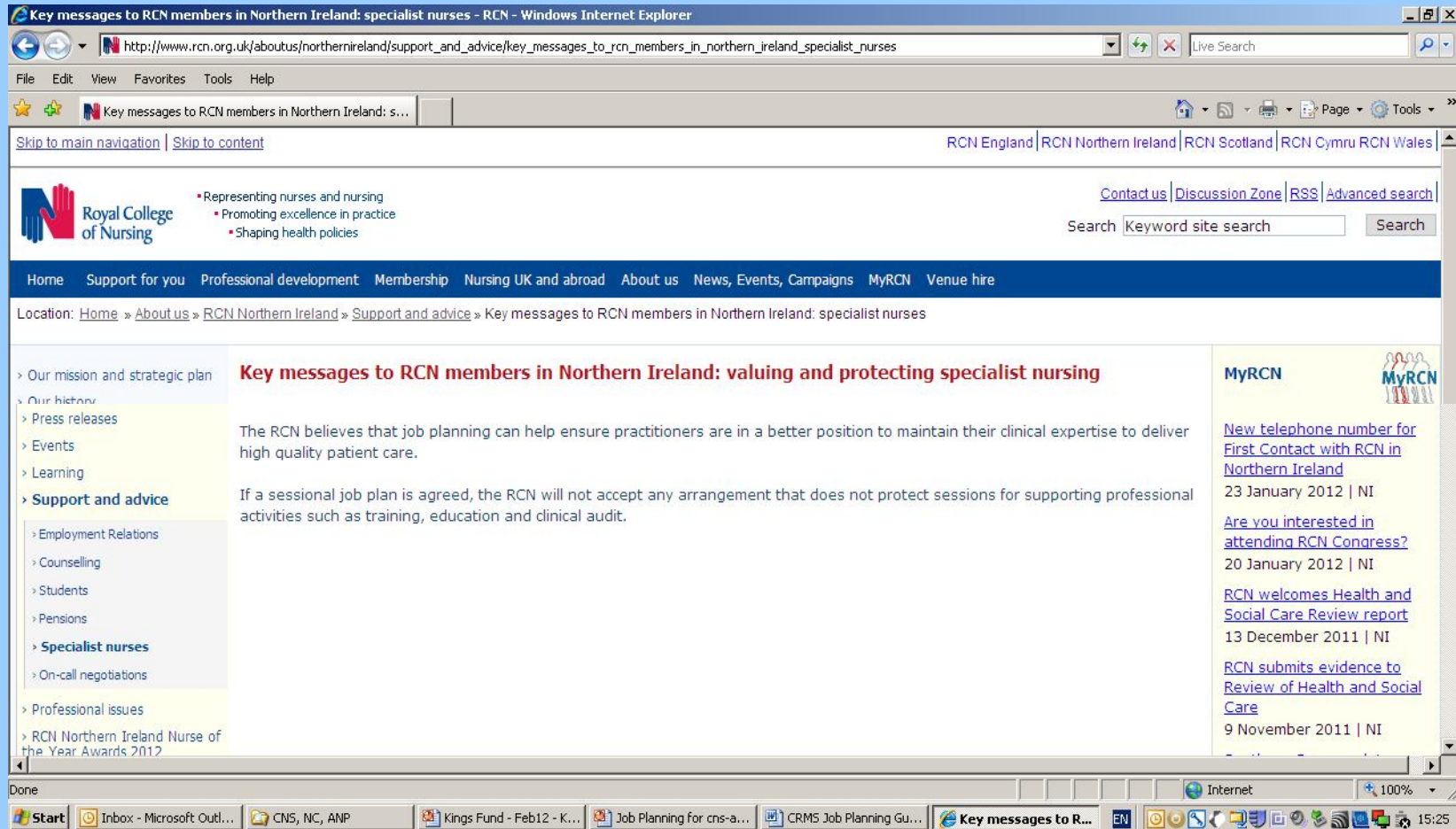|	Google
Medical Job-Planning	~385m
Nursing Job Planning	~23.7m

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Overview of the work to transform non-ward-based nursing establishments

- Used principles of medical job-planning:
  - 10 sessions/PAs (for full-time employee)
  - Description of
    - Clinical sessions (direct and indirect)
    - Education sessions
    - Research sessions
    - Service development sessions

- Senior review of **added-value** sessions

- Revision of individual and team job-plan to meet service need

- Target of 20% reduction in NWBN workforce in 2010/11 and 20% reduction in 2011/12

- Significantly over-established provision of NWBNs in comparison with peer-centres

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Overview of the work to transform non-ward-based nursing establishments

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Overview of the work to transform non-ward-based nursing establishments

Session	Day and time	Location	Type of work (Clinical, SPA or Integrated)	Additional Detail	Estimated no. of patients reviewed (if appropriate)
1	Monday Morning session (8am-12)	Outpatient clinic, GRI	Clinical	Nurse-led pre-op assessment clinic	8-12 patients (face-to-face)
2	Monday Afternoon session (12-4pm)	Office, GRI	Integrated (50% clinical, 50% SPA)	Write up case notes, write letters to GP, update operating list Managerial tasks – respond to emails, off-duty, etc.	8-12 case notes 4-6 GP letters
3	Tuesday Morning session (8am-12)	Outpatient clinic, WIG	Clinical	Nurse-led pre-op assessment clinic	8-12 patients (face-to-face)
4	Tuesday Afternoon session (12-4pm)	Outpatient clinic, WIG	Clinical	Nurse-led pre-op assessment clinic	8-12 patients (face-to-face)
5	Wednesday Morning session (9am-1)	Seminar Room, Vic	SPA	Teaching (university accredited course)	
6	Wednesday Afternoon session (1-5pm)	Office, GRI	SPA	Research	
7	Thursday Morning session (8am-12)	Outpatient clinic, GRI	Clinical	Nurse-led pre-op assessment clinic	8-12 patients (face-to-face)
8	Thursday Afternoon session (12-4pm)	Outpatient clinic, GRI	Clinical	Nurse-led pre-op assessment clinic	8-12 patients (face-to-face)
9	Friday Morning session (8am-12)	Outpatient clinic, GRI	Clinical	Nurse-led pre-op assessment clinic	8-12 patients (face-to-face)
10	Friday Afternoon session (12-4pm)	Outpatient clinic/Office, GRI	Integrated	Nurse-led pre-op assessment clinic Managerial activities	2-3 patients

- CV CNS

- 6 Clinical PAs
  - 48-72 face:face consultations

- 2 SPA PAs
  - Teaching session @ HEI
  - Research session

- 2 Integrated PAs
  - + 2-3 face:face consultations
  - + 8-12 casenote consultations
  - + 4-6 GP letters
  - Admin & management time

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Overview of the work to transform non-ward-based nursing establishments

e) **Additional Activities (internal)**

Location	Type of work (Clinical, SPA or Integrated)	Additional Detail	Frequency	Session usually undertaken in
Office, GRI	Clinical	Guideline development	Monthly	5 (if not teaching)
Seminar room, GRI	SPA	Senior staff meeting	Monthly	5 or 6 (alters monthly)
Meeting room, Vic	Clinical	MDT meeting	Bi-monthly	2

f) **Additional Activities (External)**

Location	Type of work (Clinical, SPA or Integrated)	Additional Detail	Frequency	Session usually undertaken in
University	SPA	Examiner	Twice yearly	6 (but can vary)
RCN, London	SPA	Committee Member	Four-times a year	Varies, but only go if in a Wednesday or can get cover for clinical session
Brighton	SPA	Conference	Yearly	9 and 10, if cover can be arranged.

- Internal Professional Activities

- Activities with less than weekly frequency

- External Professional Activities

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Overview of the work to transform non-ward-based nursing establishments

Surname	Forename	Sub-Specialty	Job Title	Line Manager	Contact No.	Funding Stream	Job Desc.	Job Plan	Report
Cardiology	**(n=20)**								
		Cardiac Rehab	Specialist CR Nurse			NHS Lothian Primary Care			
		Cardiac Rehab	Specialist CR Nurse			NHS Lothian Primary Care			
		Cardiac Rehab	Specialist CR Nurse			NHS Lothian Primary Care			
		Cardiac Rehab	Specialist CR Nurse			NHS Lothian Primary Care			
		Chest Pain/Rehab	Cardiology Nurse Specialist			NHS Lothian Acute			
		Chest Pain/Rehab	Cardiology Nurse Specialist			NHS Lothian Acute			
		Chest Pain/Rehab	Cardiology Nurse Specialist			NHS Lothian Acute			
		Chest Pain/Rehab	Cardiology Nurse Specialist			NHS Lothian Acute			
		Chest Pain	CP Nurse Specialist			NHS Lothian Acute			
		Chest Pain	CP Nurse Specialist			NHS Lothian Acute			
		Chest Pain	CP Nurse Specialist			NHS Lothian Acute			
		Chest Pain	CP Nurse Specialist			NHS Lothian Acute			
		Heart Failure	BHF Heart Failure Nurse Educator			BHF Grant		No	
		Heart Failure	Heart Failure Nurse			NHS Lothian Acute			
		Heart Failure	Heart Failure Nurse			NHS Lothian Acute			
		Heart Failure	Lead HF Nurse			NHS Lothian Acute			
		Heart Failure	Heart Failure Nurse			NHS Lothian Acute			

- 17 NWBNs in CV
  - 13 Job Plans
- 4 Departments
  - 4 Annual Reports
- 6 Job Titles
  - 6 Job Descriptions
- 3 funding streams

- 13.8 WTE
- 138 PAs

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138 PAs

Face : Face Clinic	Face : Face Inpatient	Face : Face Community	Face : Face Gym	Admin Clinical	Admin Non-clin	Research Trial	Liaison GP Surg	Teaching Trust	Research RN-led
20 PAs	20 PAs	20 PAs	20 PAs	15 PAs	15 PAs	10 PAs	8 PAs	5 PAs	5 PAs

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Overview of the work to transform non-ward-based nursing establishments

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138 PAs

Face : Face Clinic	Face : Face Inpatient	Face : Face Community	Face : Face Gym	Admin Clinical	Admin Non-clin	Research Trial	Liaison GP Surg	Teaching Trust	Research RN-led
20 PAs	20 PAs	20 PAs	20 PAs	15 PAs	15 PAs	10 PAs	8 PAs	5 PAs	5 PAs

Loose: All community sessions, Half clinical admin, All research trial
Keep: Current WTE establishment
Gain: Inpatient sessions

138 PAs

Face : Face Clinic	Face : Face Inpatient	Face : Face Gym	Admin Non-clin	Admin Clinical	Liaison GP Surg	Teaching Trust	Research RN-led
20 PAs	57 PAs	20 PAs	15 PAs	8 PAs	8 PAs	5 PAs	5 PAs

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Overview of the work to transform non-ward-based nursing establishments

138 PAs

Face : Face Clinic	Face : Face Inpatient	Face : Face Community	Face : Face Gym	Admin Clinical	Admin Non-clin	Research Trial	Liaison GP Surg	Teaching Trust	Research RN-led
20 PAs	20 PAs	20 PAs	20 PAs	15 PAs	15 PAs	10 PAs	8 PAs	5 PAs	5 PAs

Loose: All community sessions, Half clinical admin, All research trial
Reduce: Current WTE establishment by 3.7WTE

101 PAs

Face : Face Clinic	Face : Face Inpatient	Face : Face Gym	Admin Non-clin	Admin Clinical	Liaison GP Surg	Teaching Trust	Research RN-led
20 PAs	20 PAs	20 PAs	15 PAs	8 PAs	8 PAs	5 PAs	5 PAs

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