

Freedom of Information Request: 0640

I want to know what UHB are currently doing to resolve the nursing staffing issues.

The following is some content from the first joint Board of Directors report on Nursing and Midwifery staffing that addresses your question around what UHB are doing to help resolve the nursing staffing issues

- Active recruitment activity ongoing across all specialities and sites.
- Recruitment to March 2019 Assistant Theatre Practitioner Apprentice programme to commence December 2018
- Recruitment to April 2019 Trainee Nursing Associate Programme to commence December 2018
- On-site Undergraduate events (all sites across UHB) planned for January 2019 aimed at student nurses in training who will qualify during 2019 and early 2020.
- Divisional and service specific onsite recruitment events planned for 2019
- Planned attendance at Birmingham City University open day February and May 2019
- Planned attendance at Royal College of Nursing Careers Event in Birmingham March 2019

Retention and Recruitment

The Workforce Lead Nurses are jointly reviewing the Trust approach to Nurse Retention and Recruitment to ensure the strategy is dynamic and responsive.

Retention:

The Director of Nursing has established a multi professional retention group which is exploring a number of actions which are known to be associated with staff retention and are applicable across a number of staff groups. The sub group work streams will explore a number of core themes:

- Workforce information/ data
- Education and career development
- Leadership & behaviours
- Recruitment experience and induction of staff new to the Trust / newly qualified
- Staff health / wellbeing / flexible working
- Internal transfer process
- Preparing staff to retire and return , retaining their experience

Recruitment: Centralised recruitment activity for Band 2 HCA's remains an efficient and effective method of interview and selection. The Trust now has 2 Band 6 nurses who work 0.6wte each who plan and organise this element of recruitment to enable streamlined processes.

The Trust continues to actively recruit via a number of methods using social media and holding on site events as well as attending undergraduate/ graduate careers fairs and events locally and nationally. Joint planning across services is being discussed and the Trust ensures all off site events are well represented. The Trust Communication's Team are planning a review and refresh of the websites and supporting information to support prospective staff exploring the range of roles on offer and the employment opportunities.

The Trust has continued to be actively involved in the National RePAIR programme (Reducing Pre-Registration Attrition and Improving Retention) led by Health Education England and has signed up for the legacy projects associated with this workstream for the next two years which include :

- Valuing second Year Degree Nursing Students

- The Impact of the Culture of Care
- Transition shock and self-doubt (newly qualified nurses)
- Early career choices
- End of career choices

Across the Birmingham and Solihull STP a group has been established with the local universities and NHS providers to discuss and share information on university programme uptake and to progress map expected graduates from all programmes associated with health and care. The group will share data which will inform the nursing / midwifery workforce strategy.

Nursing Associates:

The Trust is a national pilot site for the development and introduction of this role via the Birmingham & Solihull Nursing Associate Partnership since autumn 2016, the Workforce Lead Nurses have both been instrumental in the implementation of the role across all practice settings and forging strong working relationships with Birmingham City University (BCU) as the HEI provider. In September 2018 the Nursing and Midwifery Council (NMC) approved the standards of proficiency and pre-registration education for this role together with the regulatory standards which are required to enable the NMC to open the register to the first Nursing Associate in January 2019.

The Birmingham & Solihull Nursing Associate Partnership continues to expand both its employment and placement partners to ensure trainees can experience health and care across a variety of practice settings and specialities, this now includes a long term care facility for people with Learning Disabilities, as well as Mental Health, Adult and Paediatric settings.

The Trust has three cohorts of trainee nursing associates who are employed in a variety of practice settings and services (Table 2). All of the current cohorts are training under the Health Education England (HEE) pilot and both the Trust and the University are jointly working to ensure our current trainees are undergoing the NMC pre-registration education curriculum to enable them to qualify as Nursing

Associates. Since April 2018 the Trust has utilised the Nursing Associate apprenticeship standard and has seconded staff onto the programme from the current HCA workforce with funding for the HEI element being provided via the Apprenticeship Levy. The attrition from programme during training has been lower than initially anticipated and has been built into the Trust Nursing Associate strategy for commissioning two cohorts per annum in April and October from 2019.

Trainee Nursing Associates Month / Year Start of programme	Month Year end of programme	Number of staff on programme
April 17	April 19	37
April 18	April 20	32
Oct 18	Oct 20	53
Total		122

Nursing & Midwifery Workforce Summits across UHB

During October 2018 the Executive Chief Nurse held four workforce summits (one on each hospital site). Clinical Leaders from across the professional groups were invited and 152 attended in total.

The summits were interactive and we asked staff to consider a series of questions which relate to our current workforce position:

1. How can we attract more staff to the Trust?
2. How can we keep the staff we have?
3. What are we doing as Nurses/Midwives that someone else could do? What might these roles look like?
4. How can our behaviours and leadership styles positively impact on our workforce position?

There was a real sense of engagement at the summits and we are now reviewing all the information captured and analysing the emergent themes' this will identify key actions and work streams from these discussions , and enable us to develop a live workforce strategy that is driven and led by our frontline clinical leaders. Initial themes which centre on clinical induction / training and education have already informed discussion with colleagues within the Education Directorate and will be used to shape their strategy to support clinical education across the Trust.

Colleagues from human resources and Communications were in attendance and have incorporated the emergent themes into their work on the Employee Brand following their Leadership engagement sessions. In addition, these summits have already influenced our discussion, plans and activities which focus on recruitment and retention.