



Reinvigorating Our Workforce

Re-structuring of Non-Registered Workforce in General Critical Care (RIE)

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Background

- The Registered nursing workforce gap is forecast to increase with a reduction in student training uptake & a high proportion of the workforce due to retire
- Workforce challenges within Critical Care included high vacancy levels & overstretched staff at all levels (particularly post-COVID 19 pandemic)
- A ward assistant role was introduced in Jan. 2022, as well as pre-registration band 4 nursing students in Nov. 2022
- We had reinvigorated local education provision in line with changes in both the evolution of our service & registered workforce
- We took this opportunity to focus on & review our non-registered workforce
- This initiative aligns with N&M strategic plan of **“Reinvigorating our workforce”** with future workforce modelling aimed at providing safe staffing levels whilst reducing pressure on our registered and non-registered nursing staff

Process

Stakeholders

All staff members within our unit are key stakeholders and as such had & continue to have an opportunity to participate in this local initiative

Planning

An Observational study project group had input from Director of Acute services, Associate Nurse Director, Clinical Nurse Manager and Senior Nurses as well as Clinical Educators and Project Managers from the Sustainability and Value Team

Study

An Observational Study was carried out in Ward 116 Base C (HDU). Feedback & Observations were collected from our staff to inform potential changes & learning

Analysis

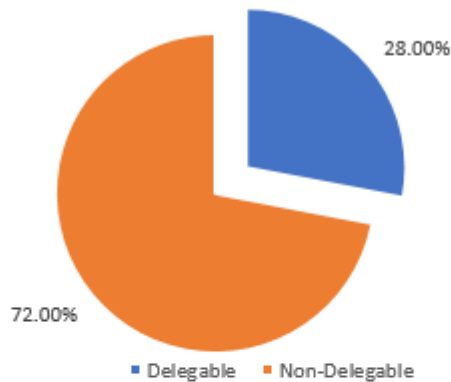
Analysis of study data, together with review of ward assistant & pre-registration band 4's produced a number of options

Implementation

Implementation Group established
We now have a plan for Implementation of the agreed options with review & feedback dates

Review of Roles & Processes

Observational Study
Percentage of total observational time recorded for registered staff on delegable tasks



Unmet Needs Identified

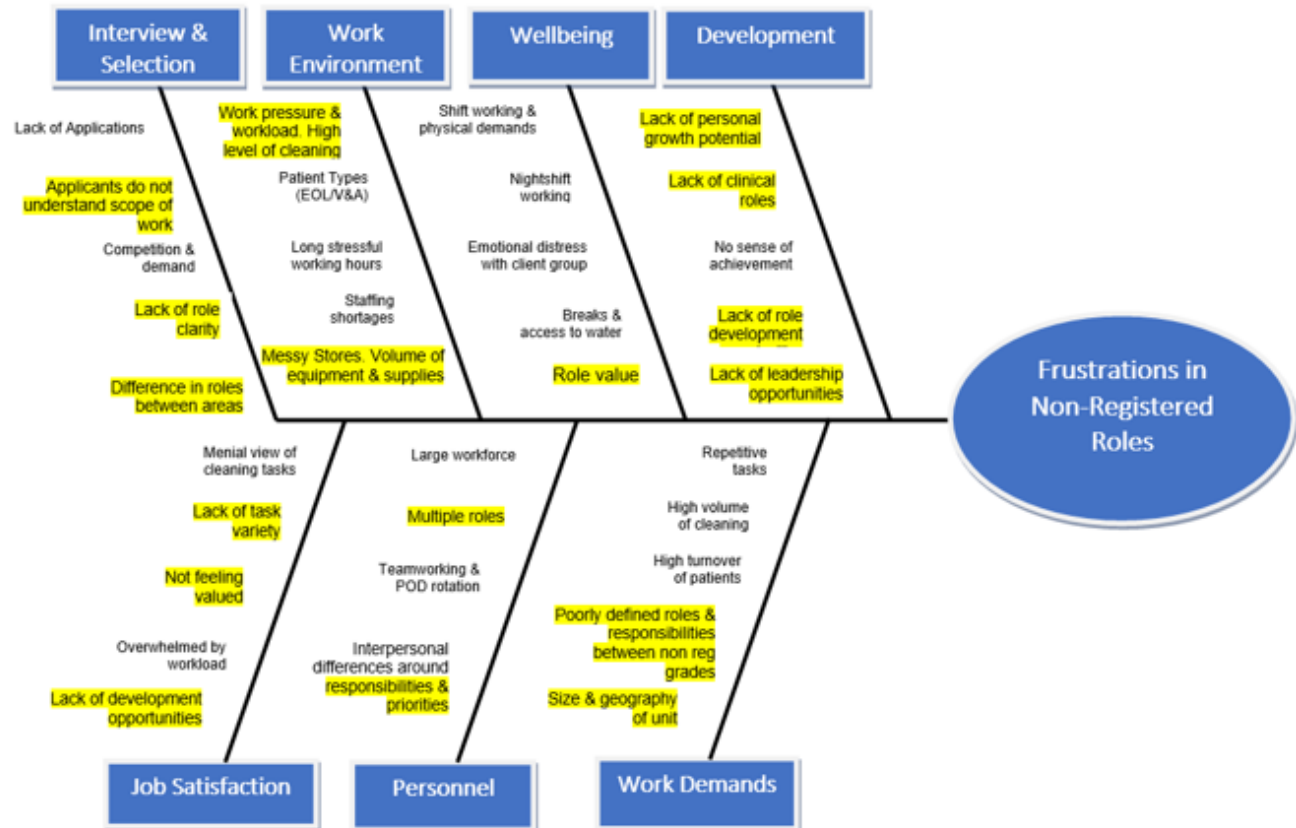
Completion of Electronic patient documentation (Care Plans and Risk Assessment)

Assessing effectiveness of medication

Supporting and providing information to patients regarding illness and treatment

Providing emotional support to patient and/or relatives

Review of Non-Registered Roles in Critical Care



Results

Findings from the observational study were locally validated

Re-evaluation of the ward assistant role, introduction of band 4 pre-reg nursing students and review of stores redesign from staff feedback identified a need to restructure our non-registered roles

We found:

- A number of tasks could be delegated from the registered team to release time for unmet care needs
- The ward assistant role covered too many areas with inconsistencies in quality of work
- The blurring of roles & responsibilities within the non-registered workforce led to lack of ownership, poor job satisfaction & frustration
- All grades were frustrated with lack of stock/equipment control & inefficiencies. Registered staff lost time to sourcing equipment, stock, medications & general admin/housekeeping tasks
- There was poor role development & limited further training within non-registered roles
- The data identified opportunities for new and/or extended roles and skills maximisation within our non-registered workforce

Timeline

1

- Study Output & Role Re-evaluation Reviewed
- Established Implementation Group (including representation from teams)

2

- Options Development Concluded
- Benchmarking & Training/Skills Maximisation Identified

3

- Final Evaluation Framework Agreed

4

- Implementation Planning Completed

We plan to:

- Introduce Stores & Equipment and Pharmacy Technician role

We have:

- Redefined the ward assistant, ward clerk & clinical support worker roles
- Held information drop-in sessions to clearly define roles, responsibilities and opportunities for development within the pillars of clinical practice, facilitating learning, leadership & service improvement
- Provided role specific orientation booklets, competency frameworks and task checklists to ensure we have the right person doing the right task at the right time

We will:

- Review the role changes at 6 & 12 months with opportunity for staff feedback



Role Mapping

	Band 3 CSW	Facilitating Learning	Leadership	Service Improvement
Clinical Practice	<p>ALL ASPECTS OF TRAINEE B3 ROLE, PLUS:</p> <ul style="list-style-type: none"> Urinalysis testing MRSA Screening Control & Restraint Procedures/Management of Aggression (limited) ABG Processing Bronchoscope collection/processing Application of Teds/Tietrons Patient weights (limited) Assist with complex mobilisation Assist with PI transfer Passive ROM Pregnancy testing Lead patient hygiene 12 lead ECG Simple wound management Bladder scanning Belongings documentation on TRAK Monthly Cleaning NIC Checklist 	<p>AS PER TRAINEE B3 ROLE PLUS:</p> <ul style="list-style-type: none"> Training and supporting new CSW coming into the ward. Within role boundaries, support the facilitation of learning for patients and carers. Orientation of the unit for students. Completion of NPA/PDA/SVQ Specific Clinical Practice Competencies i.e. 12 ECG/Wound Management 	<p>AS TRAINEE B3 PLUS:</p> <ul style="list-style-type: none"> Manage and organise own workload taking into account patient care plans and ensuring meeting patients needs. Give and proactively seek feedback on performance in an open and honest manner. Use skills and knowledge to develop solution focussed approaches to problems/issues and take appropriate action. Have awareness of the impact of leadership skills on the wider team, patients and carers/relatives. Actively reflect on own practice and develop self-awareness within the boundaries of your role. 	<p>AS TRAINEE B3 PLUS:</p> <ul style="list-style-type: none"> Actively contribute to the development of local protocols and guidelines. Aware of Quality Improvement Methodologies Identify any risks in relation to the provision of patient care and service improvements.

	Ward Assistant	Trainee Band 3 CSW	Band 3 CSW
Clinical Practice	<ul style="list-style-type: none"> Bed space & divider cleaning/turnover/restocking Top-up trolley cleaning & restocking Linen management Ward Waste management Answering ward phones & intercom Pantry maintenance, cleaning/stock Fridge checks/temp/weekly clean/food expiry checks Patient belongings check Patient labels Staff Room maintenance/ tidy/restock Assist handing out patient meals Getting to know me information Ward cleaning schedule/ daily checks Clean/Decontamination room maintenance /cleaning Mattress Checks Monthly Cleaning Invasive lines/MRSA/PVC packs NIC Checklist ABG machine maintenance/consumables/ troubleshooting Reception Cover & visitor flow 	<p>SUPPORT WITH ASPECTS OF WARD ASSISTANT ROLE PLUS:</p> <p>Personal Care - Bathing/Oral Hygiene</p> <p>Moving and Handling of patients</p> <p>Care Rounding - when applicable</p> <p>Assisting patient with nutritional support</p> <p>Patient Skin Checks</p> <p>Support patients' activities of daily living delegated by registered nurse</p> <p>Monthly Cleaning</p> <p>NIC Checklist</p>	<p>ALL ASPECTS OF TRAINEE B3 ROLE, PLUS:</p> <ul style="list-style-type: none"> Urinalysis testing MRSA Screening Control & Restraint Procedures/Management of Aggression (limited) ABG Processing Bronchoscope collection/processing Application of Teds/Tietrons Patient weights (limited) Assist with complex mobilisation Assist with PI transfer Passive ROM Pregnancy testing Basic patient hygiene 12 Lead ECG Simple wound management Bladder scanning Belongings documentation on TRAK Monthly Cleaning NIC Checklist
Facilitating Learning	<ul style="list-style-type: none"> Completion of orientation pack & essential knowledge/skills checklist Completion of HCSW Mandatory Standards Always work within competence Sharing experience & knowledge with Ward Assistants coming into the unit Ensuring that all skills and knowledge is up to date and within competencies (including training courses and Leamprom) Actively seek feedback on performance, be active within appraisal and seek learning opportunities within ward to develop skills and knowledge Always practice within boundaries of the role 	<p>AS PER WARD ASSISTANT:</p> <ul style="list-style-type: none"> Sharing experience and knowledge with new Ward Assistant/CSW coming into the unit. Ensuring that all skills and knowledge is up to date and within competencies (including training courses and Leamprom) Actively seek feedback on performance, be active within appraisal and seek learning opportunities within ward to develop skills and knowledge. Always practice within boundaries of the role. NPA/SVQ Level 2 Local Competencies 	<p>AS PER TRAINEE B3 ROLE PLUS:</p> <ul style="list-style-type: none"> Training and supporting new CSW coming into the ward. Within role boundaries, support the facilitation of learning for patients and carers. Orientation of the unit for students. Completion of NPA/PDA/SVQ Specific Clinical Practice Competencies i.e. 12 ECG/Wound Management
Leadership	<ul style="list-style-type: none"> Always adhere to the NHS Lothian Values Act as a positive role model at all times Undertake all delegated duties and use own initiative within remit of the role Organise and manage own time and workload Participate as an active member of wider Multi-Disciplinary Team 	<ul style="list-style-type: none"> Always adhere to the NHS Lothian Values Act as a positive role model at all times Undertake all delegated duties and use own initiative within remit of the role Organise and manage own time and workload Participate as an active member of wider Multi-Disciplinary Team 	<p>AS TRAINEE B3 PLUS:</p> <ul style="list-style-type: none"> Manage and organise own workload taking into account patient care plans and ensuring meeting patients needs. Give and proactively seek feedback on performance in an open and honest manner Use skills and knowledge to develop solution focussed approaches to problems/issues and take appropriate action Have awareness of the impact of leadership skills on the wider team, patients and carers/relatives Actively reflect on own practice and develop self-awareness within the boundaries of your role
Service Improvement	<ul style="list-style-type: none"> Follow guidelines under supervision and direction of senior HCSW and Registered Colleagues Participate fully in any QI projects when requested Ensure any incidents are communicated and escalated to the appropriate team member Identify areas of improvement or training needed in own practice 	<p>AS PER WARD ASSISTANT PLUS:</p> <ul style="list-style-type: none"> Proactively identify and escalate any opportunities of improvements within the service to contribute to high quality and safe patient care. 	<p>AS TRAINEE B3 PLUS:</p> <ul style="list-style-type: none"> Actively contribute to the development of local protocols and guidelines. Aware of Quality Improvement Methodologies Identify any risks in relation to the provision of patient care and service improvements.

	Stores & Equipment Coordinator	Ward Clerk/ Receptionist	Pharmacy Technician
Clinical Practice	<ul style="list-style-type: none"> Store room maintenance, cleaning schedule, restocking Store room supplies & review of stock levels Supplies & equipment ordering Liaise with Stores Delivery staff & procurement team Document/Chase/Escalate supply issues & communicate to wider team Communicate supply/stock alternatives Weekly procurement meeting attendance Receive & put away excess stock from ward areas Equipment monitoring, log, maintenance, repairs & storage Fluid ordering, stock maintenance, storage CVVD fluid ordering, stock maintenance, storage Review/action/escalate safety action notices Excess stock maintenance (on-call room/SHM room) Clean/ decontamination room supplies/ordering 	<p>SUPPORT STORES PERSON WHEN REQUIRED, PLUS:</p> <ul style="list-style-type: none"> Reception maintenance & order Visitor enquiries & coordination Corridor maintenance & order (including masks, hand gel, waste bins) Visitor Room maintenance & order & Coordination of use Mail sorting Water & snack ordering Checking of Matrix & updating of sheets Parking for Medical Staff Bereavement packs & maintenance of cupboard 	<ul style="list-style-type: none"> Receive medicines/ supplies, including accurate completion of relevant documentation Input and process pharmacy orders & prescriptions Ensure special storage requirements are adhered to Ward medicines & pharmacy dressings stock & ordering Assist in continuous stock control by means of stock & expiry date checking & pharmacy audits Undertake stock management of emergency medicines & emergency drug boxes Organise housekeeping duties (e.g. specific cleaning programmes, environmental monitoring, management of paperwork [drug fridge, pharmacy storage areas]) Ensure process for safe & appropriate disposal of waste materials is undertaken Assist with the investigation & management of discrepancies with prescriptions, orders or supplies Communication & Escalation of stock issues/alternatives Provide training & supervision of any new incoming staff
Facilitating Learning	<ul style="list-style-type: none"> Induction/Orientation time with ward clerk, DCN & Main Theatres stores, Medical Physics, Procurement, Finance Training and supporting new stores persons coming into the ward Within role boundaries, support the facilitation of learning for enhanced provision of service and end patient care. Orientation of the unit/stores for new members of the team Ensuring that all skills and knowledge is up to date and within competencies (including training courses and Leamprom) Actively seek feedback on performance, be active within appraisal and seek learning opportunities within ward to develop skills and knowledge Always practice within boundaries of the role 	<ul style="list-style-type: none"> Completion of orientation pack & Essential knowledge/skills checklist Completion of HCSW Mandatory Standards Always work within competence Sharing experience & knowledge with Ward Clerk/Receptionists coming into the unit Ensuring that all skills and knowledge is up to date and within competencies (including training courses and Leamprom) Actively seek feedback on performance, be active within appraisal and seek learning opportunities within ward to develop skills and knowledge. Always practice within boundaries of the role 	<p>SVQ Level 2 Pharmacy Services Group Award plus HNC professional management units (attainment at SCQF Level 6/7)</p> <ul style="list-style-type: none"> Relevant work experience in a healthcare pharmacy environment Knowledge of workplace standards in relation to pharmacy business (e.g. H&S at work act, CDSPH regulations & legal regulations referring to the supply of medicines) Standard keyboard skill & knowledge of Microsoft office packages Ensuring that all skills and knowledge is up to date and within competencies (including training courses and Leamprom) Actively seek feedback on performance, be active within appraisal and seek learning opportunities within ward to develop skills and knowledge. Always practice within boundaries of the role
Leadership	<p>AS PER TRAINEE B3 ROLE PLUS:</p> <ul style="list-style-type: none"> Manage and organise own workload to ensure outcomes support the provision of safe patient care, in a timely and effective manner Give and proactively seek feedback on performance in an open and honest manner Use skills and knowledge to develop solution focussed approaches to problems/issues and take appropriate action Have awareness of the impact of leadership skills on the wider team, patients and carers/relatives Actively reflect on own practice and develop self-awareness within the boundaries of your role 	<ul style="list-style-type: none"> Always adhere to the NHS Lothian Values Act as a positive role model at all times Undertake all delegated duties and use own initiative within remit of the role Organise and manage own time and workload Participate as an active member of wider Multi-Disciplinary Team 	<p>AS TRAINEE B3 PLUS:</p> <ul style="list-style-type: none"> Manage and organise own workload taking into account patient care plans and ensuring meeting patients needs. Give and proactively seek feedback on performance in an open and honest manner Use skills and knowledge to develop solution focussed approaches to problems/issues and take appropriate action Have awareness of the impact of leadership skills on the wider team, patients and carers/relatives Actively reflect on own practice and develop self-awareness within the boundaries of your role
Service Improvement	<p>AS TRAINEE B3 PLUS:</p> <ul style="list-style-type: none"> Actively contribute to the development of local protocols and guidelines Aware of Quality Improvement Methodologies Identify any risks in relation to service improvements. Financial Governance 	<ul style="list-style-type: none"> Follow guidelines under supervision and direction of senior HCSW and Registered Colleagues Participate fully in any QI projects when requested Ensure any incidents are communicated and escalated to the appropriate team member Identify areas of improvement or training needed in own practice 	<ul style="list-style-type: none"> Ensure any incidents are communicated/escalated to the appropriate person Identify areas of improvement or training needed in own practice Aware of Quality Improvement Methodologies & Participate in any QI projects when requested Actively contribute to the development of relevant local protocols and guidelines Identify any risks in relation to service improvements Financial Governance

	Band 3 CSW		
Clinical Practice	<p>ALL ASPECTS OF TRAINEE B3 ROLE, PLUS:</p> <ul style="list-style-type: none"> Urinalysis testing MRSA Screening Control & Restraint Procedures/Management of Aggression (limited) ABG Processing Bronchoscope collection/processing Application of Teds/Flotrons Patient weights (limited) Assist with complex mobilisation Assist with Pt transfer Passive ROM Pregnancy testing Basic patient hygiene 12 Lead ECG Simple wound management Bladder scanning Belongings documentation on TRAK Monthly Cleaning NIC Checklist 	<p>Facilitating Learning</p> <p>Leadership</p> <p>Service Improvement</p>	<p>AS PER TRAINEE B3 ROLE PLUS: Training and supporting new CSW coming into the ward. Within role boundaries, support the facilitation of learning for patients and carers. Orientation of the unit for students Completion of NPA/PDA/SVQ Specific Clinical Practice Competencies i.e. 12 id ECG/Wound Management</p> <p>AS TRAINEE B3 PLUS: Manage and organise own workload taking into account patient care plans and ensuring meeting patients needs Give and proactively seek feedback on performance in an open and honest manner Use skills and knowledge to develop solution focussed approaches to problems/issues and take appropriate action Have awareness of the impact of leadership skills on the wider team, patients and carers/relatives Actively reflect on own practice and develop self- awareness within the boundaries of your role</p> <p>AS TRAINEE B3 PLUS: Actively contribute to the develop of local protocols and guidelines. Aware of Quality Improvement Methodologies Identify any risks in relation to the provision of patient care and service improvements.</p>

Promotion & Communication

Do you want to know more about...

HOW WE ARE DEVELOPING OUR BAND 2-4 WORKFORCE IN WARD 116/118?



FUTURE STRATEGIES TO ENHANCE -

- CLINICAL PRACTICE
- FACILITATING LEARNING
- LEADERSHIP
- SERVICE IMPROVEMENT

Come along to one of our Drop-In Sessions

WHEN?

28th March 10 am - 2pm
 2nd April 10am -1pm
 3rd April 3.30pm - 5pm
 4th April 10am - 12pm
 5th April 12pm - 3pm + 5pm-6pm
 7th April 11am-12pm, 2pm -4pm

WHERE?

Data Analysis Room (DAR)
 The engagement of all staff members within our unit is vital for success
 Your feedback will be welcomed

REVIEW OF NON-REGISTERED WORKFORCE IN CRITICAL CARE



START

Process

- Observational study carried out within Ward 116 base C (HDU)
- Analysis of the study data, together with review of ward assistant & pre-registration band 4 roles produced a number of options
- Plan for implementation of the agreed options

We are now at the point of implementation and the data has identified opportunities for new and/or amended roles and skill mixing within our non-registered workforce

What?

Background

The non-registered workforce has to increase over coming years with a reduction in student trainee intake and a high proportion of the workforce due to retire. Future medicine aims to provide safe staffing levels and reduce pressure on non-registered nursing staff.
 Due to these ongoing challenges with vacancies across all grades we currently have an operational study looking at activity and current care needs within HDU. This has been a multi-layered project agreed by the Nurse Director of Acute Services to help inform future workforce models.

A ward assistant role was introduced in Jan. 2022, as well as pre-registration band 4 nursing students in Nov. 2022.

How?

Why?

Stakeholders

The observational study project group was comprised of the Director of Acute Services, Associate Nurse Director, Clinical Nurse Manager and senior nurses as well as Clinical Educators and Practice Nurses from the Sustainability and Value Team. Feedback and observations were collected during the study from our staff to inform the changes required. Planned changes will be reviewed and further informed, by all staff groups.

All staff members within our unit are key stakeholders and as such will have an opportunity to provide open feedback.

What now?

When?

Understand

We need to achieve the right skill mix between registered and non-registered nursing staff.

A detailed approach must be taken to achieve the most effective and suitable model. Any changes we need to replace highly skilled aspects of nursing roles or support worker duties, it must complement the current workforce and have a positive impact on quality of care and outcomes for both patients and staff alike.

Timeline

We plan to:
 • Identify roles and pharmacy technician role
 • Redefine the ward assistant, ward clerk & clinical support worker roles

We will:
 • Hold information drop-in sessions to help define roles, responsibilities and opportunities for development within the sphere of clinical practice, facilitating learning, leadership & service improvement.
 • Provide role specific orientation bundles, competency framework works and tasks to the clinical workforce to have the opportunity to rate the roles as they see them.
 • Review the role changes at 6 & 12 months with opportunity for you to feedback.

FINISH

The engagement of all staff members within the service is vital for success
 Your feedback will be welcomed

More information
 If you would like more information, please don't hesitate to get in touch with any of the following contacts:

Marie MacIntosh - marie.macintosh@nhs.uk
 Caroline Barber - caroline.barber@nhs.uk
 Kelly Friesmann - kelly.friesmann@nhs.uk
 Rob Pepler - rob.pepler@nhs.uk

Section	To be Completed by			Date Completed	Review
	Band 2	Band 3	Band 4		
Bed Space Management	✓	✓	✓		
Violence and Aggression -	✓	✓	✓		
Store Management	✓	✓	✓		
Care of Equipment and Devices	✓	✓	✓		
IPC Procedures	✓	✓	✓		
Patient care		✓	✓		
Safe Mobilisation of Complex Patients		✓	✓		

Bronchoscope Mana

Using ABG Analyser

Clinical Skills

Competency Based Clinical Skills

Clinical Skill <small>(*Checklist)</small>	NPA/Student PAID/Study Day Please state below	Training confirmed by (Band 4-)		
		Signature	Date	2 Years Competency Due
Asseptic Non-Touch Technique				
Removal of Cannula				
Applying TEDs stockings				
Removal of urinary catheter				
Blood sugar monitoring				
Performing ECG				
Safe transfer of patient				
Observation on NEWS 5 chart ONLY				
Specimen Collection (Urine, feces, swabs, sputum)				
Tilting care				
*Venipuncture & Cannulation				
* Simple Wound Dressing				
Urinary Catheterisation (SOP)				
Taking an ABG (in develop)				
TRAK risk Assessment				

NHSL Competencies can be found online -
 Directory > A-Z > HCSW Hub > Competencies

Next Steps...

We need to achieve the right skill mix & definition of roles between registered and non-registered nursing staff

Our Aim:

To reinvigorate our current workforce by

- Evaluating the changes to existing roles & introduction of new non-registered roles
- Identifying opportunities for further improvement
- Providing development opportunities for our non-registered workforce
- Supporting the unique & expert skills of critical care registered nurses

We want to improve job satisfaction, role clarity & efficiency by ensuring the unique tasks of both registered and non-registered staff are fully developed & protected

We want to future proof our service so that we can continue to deliver safe, high quality, person centred care