

Trust Board Meeting in Public: Wednesday 11 September 2019
TB2019.96

Title	Nursing and Midwifery Retention Action Plan 12 month update
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Status	Third Paper
History	First Paper presented to TME June 2018 and Trust Board July 2018, 2 nd paper to TME February 2019 and Trust Board March 2019.

Board Lead(s)	Mrs Sam Foster, Chief Nursing Officer			
Key purpose	Strategy	Assurance	Policy	Performance

Executive Summary

1. The paper highlights both the ongoing national challenges linked to the registered nurse workforce.
2. A 12 month update of the nursing and midwifery retention action plan is provided
3. Band 5 Turnover remains an ongoing challenge
4. The paper highlights future considerations for nursing and midwifery retention
5. A further update will follow in approximately 6 months

6. Recommendation

Trust Board is asked to:

- Note the update on the action plan progress.
- Note the current turnover position of band 5 RNs
- Acknowledge the potential future risk factors to retention

Nurse and Midwifery Retention Action Plan Progress report

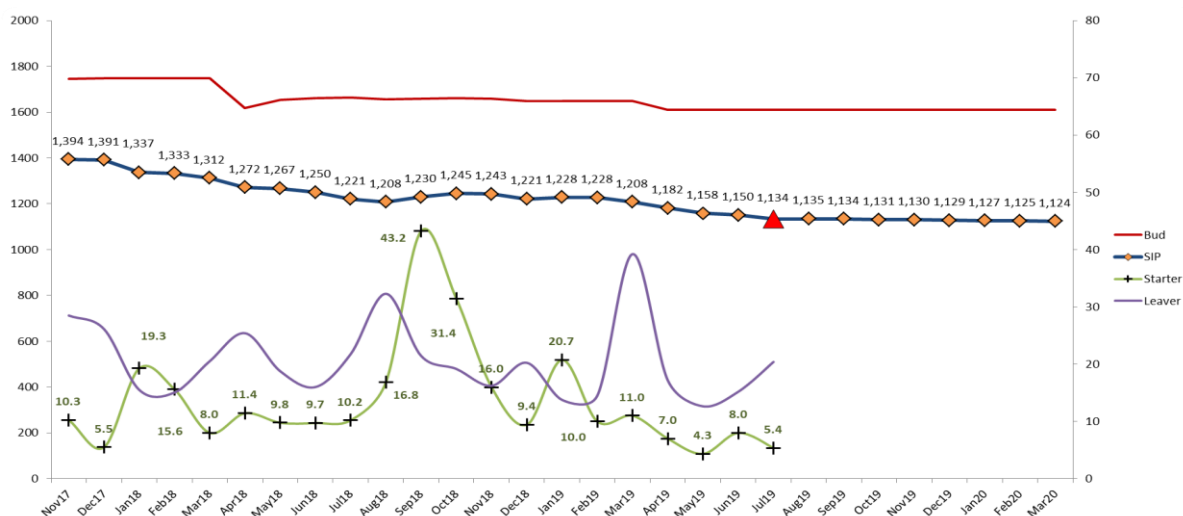
1. The ongoing national nursing workforce challenge

- 1.1. The interim NHS People Plan confirms that to be able to deliver the NHS Long Term Plan we will need more nurses to join the workforce nationally.
- 1.2. The Chief Nursing Officer for NHS England and NHS Improvement has advised CNOs that we need to work more agile and flexible, making the NHS the best place to work to enable us to attract and retain the very best staff.
- 1.3. We are also advised to keep focussed on the NHSI retention programme, increase the number of training places for nurses and remain committed to both UK and International recruitment.

2. The OUH nursing and midwifery workforce challenge

- 2.1. Nursing workforce data for band 5 recruitment demonstrates that the focussed UK and International nurse recruitment within OUH is enabling the vacancy position to remain stable butt alone will not be able to close the gap significantly

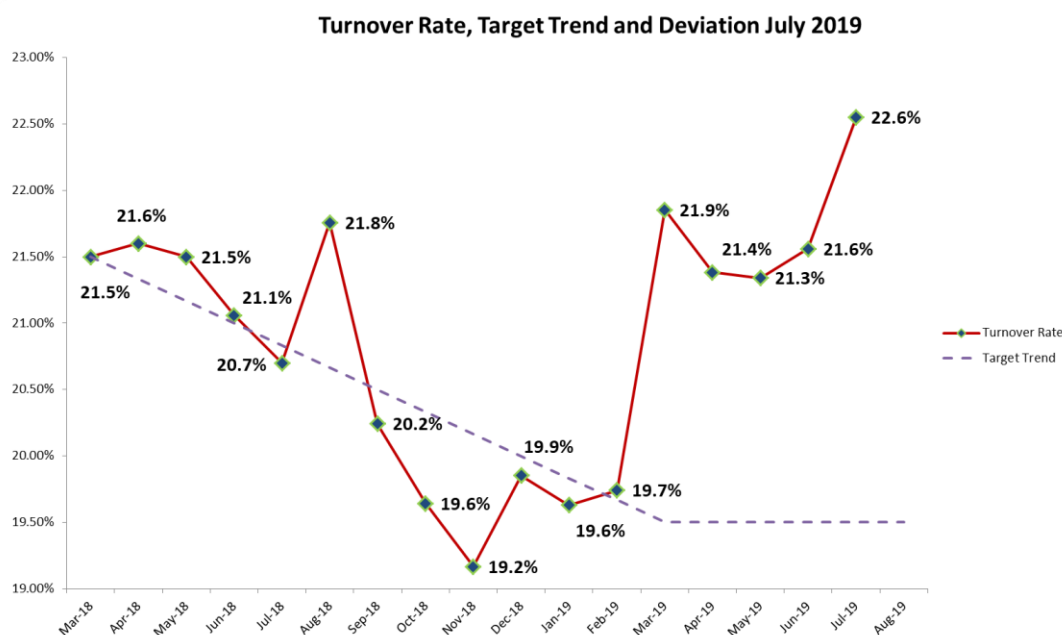
Staff in Post and Budget by Month (July 2019)



3. Impact on turnover of band 5 registered nurses in year 1.

- 3.1. The Nursing and Midwifery Recruitment Retention and Education steering group (NMRRE) set up in April 2018 to initially design the action plan and to now drive forward this key work, it meets monthly. Minutes of the NMRRE are now submitted to the Trust workforce steering group.
- 3.2. The action plan was approved by TME in June 2018 and approved at Trust Board in July 2018. NHSI wrote to the CNO office in September 2018, acknowledging the action plan and the aim to reduce band 5 nurse turnover by 2% within 12 months.

3.3. Progress over the first 12 months has been monitored monthly and reported to Board. A 2% decrease in turnover was achieved; however March saw a significant spike in turnover.



3.4. Significant work is still required to reduce turnover, therefore the NMRRE considered that a 12 month review of the actions was timely.

4. 12 month review of the action plan

4.1. The review of the action plan has allowed for a refresh of the actions and reach an agreement to maintain a focus on:

- Positive engagement
- Improving our intelligence
- Enhancing career pathways
- A flexible and happy workforce

4.2. A number of them have been enhanced with more specific actions and others with ongoing actions from the previous 12 months.

5. Collaborative approach to the action plan

5.1. Whilst the nursing and midwifery retention action plan is nurse led, the leads for each of the actions are key to the successful implementation of the actions.

5.2. The Nursing and Midwifery recruitment retention and education steering group has become an established working group over the last 12 months, with membership from nursing and midwifery from band 5 upwards, human resources, executive and non-executive colleagues.

5.3. The Interim Chief People Officer (ICPO) has agreed to support the action plan alongside the Chief Nursing Officer and it will be key that the actions and progress are fed into any wider organisational development work. The ICPO has agreed to ensure this occurs.

6. Future considerations for successful retention

- 6.1. International nurse recruitment has ongoing success with each nurse signing up to an initial 3 years at band 5 within the Trust. We will need to continue to scope options for couple and family accommodation going forward to ensure that we maintain as many nurses as we can post year 3.
- 6.2. We will need to consider how we support current and future employees from with the European Union post the UK exiting later this year.

7. Recommendation

Trust Board is asked to:

- Note the 12 month update on the action plan
- Note the challenge of the turnover position of band 5 RNs
- Acknowledge the 2 future considerations for successful retention

Andrew Carter
Director of Nursing: Workforce

Sam Foster
Chief Nursing Officer

Appendix 1

Nursing and Midwifery Retention Action Plan 12 Month Review July 2019

Measure of impact: To reduce Band 5 RN turnover by 2% within 12 months

Theme	Specific Issue	Measurable actions	Relevance	Implementation Timescale	Identified Leads
Developing our Intelligence Positive two-way Engagement programmes with Registered Nurses Band 5, 6 and 7	Ongoing development of positive engagement events with bands 5, 6 and 7	Band 5 engagement event for RNs focussed on facilitated discussion Band 6 leadership event Working group to focus on Band7 Empowerment and leadership focussed event	Positive Engagement	October 2019 October 2019	Andrew Carter Vikas Nethaji Ariel Lanada Mark Statham Sam Foster Kirstie Jones
	Improve Intelligence on leavers	Scope with regards introducing the OUH Nurse alumni Enhance the leaver data – reasons for leaving Understand the graduate pathway from OBU and uptake of posts in OUH		Positive engagement and improving our intelligence	

<p>Creating a branded vision with structured career pathways from pre-registration onwards creating a supportive developmental pathway</p>	<p>Enhancing the vision on career opportunities</p>	<p>Agreed framework and structure for a Trust interactive career pathway for nursing and midwifery.</p> <p>Agreed funding to support pathway roll out</p> <p>Agreed schedule of roll out of career pathways with specialist leads signed off by the Steering Group.</p> <p>Within 6 months have established and published at least 10 specialist pathways</p> <p>Within 12 months have established and published all the required nursing and midwifery pathways identified within the current scoping exercise.</p>	<p>Enhancing career pathways</p>	<p>Completed March 2020</p>	<p>Mark Statham Kay Clayton Jo Glennon</p>
<p>Focus on flexibility, creating opportunities to meet the requirements of available workforce, improving performance without compromise</p>	<p>Establishing the enablers for a flexible nursing and midwifery workforce</p>	<p>Review flexible working policy to ensure it supports our current and future workforce</p> <p>Support managers to introduce self-rostering</p> <p>Cultural leadership evolution to support new and existing staff in terms of sustainable breaks,</p>	<p>A flexible happy workforce</p>	<p>November 2019</p>	<p>Andrew Carter Jane Upham Fiona Bond Laura Bick Rachel Adams Lyn Bennett</p>

		<p>peer support/social functions to prevent loneliness, and feelings of isolation</p> <p>Understand where we can best use the volunteer workforce</p> <p>Support staff who wish to retire and return</p> <p>Continue Career advice clinics</p>			
	Maintain a flexible Internal Nurse Recruitment process	<p>Promote the use of the “Open Borders” process for all band 5 RN’s</p> <p>Work with Oxford Health on creating opportunities</p>	A flexible happy workforce	Ongoing	<p>Andrew Carter Lucy Constant Lynda Huard Jane Upham</p>
	Employment at first point of registration	<p>Student School roll out in partnership with the OSNM</p> <p>Expand the Itchy Feet Scheme within OUH, OBU and OH</p> <p>Improve communication and interaction with all years of nursing Undergraduates</p> <p>Fundamental review of foundation programme including possible accreditation</p>	Our future nurse workforce	Ongoing	<p>Andrew Carter Lucy Constant Mark Statham Oxford school of nursing and midwifery leads</p>