Building Confidence & Capability In Safer Staffing For Quality Of Care

NMWWPP

Context

The Nursing and Midwifery Workload Workforce Planning Programme [NMWWPP] as part of the Chief Nursing Officer Directorate (CNOD) of the Scottish Government, are working towards Health and Care (Staffing) (Scotland) Bill to enshrine safe staffing principles in legislation. Safe, effective, responsive and person centred care relies on the right staff being in the right place at the right time with the right skills. The aim is to improve the confidence of staff in using the workload tools, increasing workforce knowledge and capability when applying the common staffing methodology over the next 24 months. Achieving this aim will in part assist NHS Boards to achieve sustainability and capability in line with the new safer staffing legislative process anticipated for Royal Assent in spring 2019.

Problem

These tools were mandated for use in 2013 however, evidence provided to Health and Sport Committee in October 2018 about the Health and Care (Staffing) (Scotland) Bill showed there was still sporadic and inconsistent use of the tools. A learning needs analysis used in boards across Scotland highlighted a number of opportunities to improve confidence and capability in readiness for safer staffing. One key area flagged was around effective workforce planning acknowledging how this impacts on the quality of care and importance of the management and deployment of workforce resources.

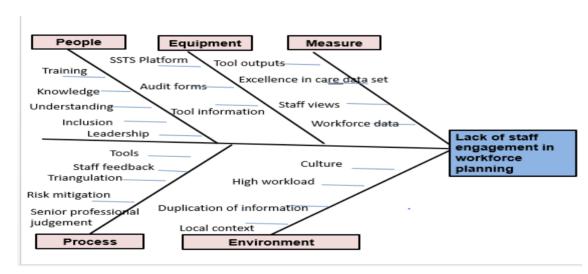## Assessment of Problem and Analysis of Cause:

Figure 1. Cause and effect

The information provided in the learning needs and the root cause analysis has highlighted key areas where change ideas can be focussed. The NMWWPP team are working with NHS Education Scotland and key stakeholders nationally to improve the education and training resources through a recognised workstream. This will include developing a range of user friendly interactive learning resources which can be accessed via the NMWWPP website. Recognising that engagement of staff is more commonly via electronic means and essential to increasing awareness.
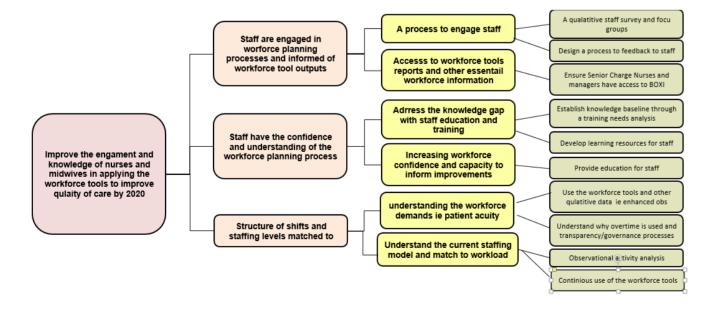

Figure 2. Driver Diagram and Aim

In parallel, ther is a tools mainenance and development workstream. The remit of which is to refresh the exsting tools and developing tools where there currently are no tools. The current workforce tools apply to over 98% of the nursing and midwifery workforce which include a suite of 14 tools.

A lack of confidence in using workload tools and a lack of understanding of how effective workforce planning impacts on the quality of care has been identified. This project will explore the root cause of this with a view to bridging this knowledge gap. The information provided in the LNA, the root cause analysis and focus groups with key stakeholders has highlighted areas where change ideas can be explored.

Intervention & Strategy for Change

The baseline data gathered from both the learning needs analysis and the tools utilisation (prediction) will show the improved confidence/understanding and use of the workload tool. There is scope to use Pareto analysis to determine the greatest barriers to change. This work is emerging and as such data will be gathered over a five year period. The wordall reflects the feedback from the initial engagement event and will be utilised when reviewing the content of future resources.

The exploration of new digital formats, including developing a range of user friendly interactive learning resources which can be accessed via the ISD NMWWPP website or alternative. The NMWWPP is in a period of transition to HIS and will be able to build relationships with colleagues in EiC (2015) enabling workforce data to be shared utilising the CAIR dashboard.

A network for shared learning will provide clinical representatives with a safe space to explore their existing challenges and spread their successes.

Figure 3. Stakeholder views

Measurement for Improvement & Effects of Change

Impact of the changes to be established but in keeping with the aim statement. The improved appreciation of workforce and links to quality can only enhance the care provided to patients and staff.

Excellence in Care [EinC] is a suite of nursing and specific indicators which are used to assure quality, safety and effective care. Workforce and workload measures will be reported within these indicators. With evolving legislation reporting and monitoring the effects of change and application of workload tools will be the responsibility of NHS HIS commissioned by The Scottish Government.

This is a substantial national strategic improvement project however within this there are a number of tests of change and sub projects which can be tested and applied locally.

Lessons Learnt

There are a number of key interdependencies which need to be considered collectively. An early finding has flagged the need to build relationships between workforce and excellence in care networks.

Contact Details

NMWWPP Mailbox: **NSS.NMWWPP@nhs.net**
Senior Programme Advisors: Betty Flynn & Sheonagh Lawlor
Programme Advisors: Laura Boyce, Mary Davie, Wendy Drysdale & Jillian Taylor
Assistant Programme Advisors: Julia Fraser, Tracy Hunter, Lynne Riach, Valerie Reid