



New Workforce Models – Keeping You Informed Edition 8

Your Guide to **SWeET** **S**trategic **W**orkforce **E**ducation and **T**raining

This edition of the ‘Keeping You Informed’ bulletin concentrates on the Model Ward and the work being done on Devonshire and Barnes ward in building a clinical team around the needs of the patient.

Workforce of the Future – Jayne Tague, Head of Nursing for Surgical Specialties



“Hello my name is Jayne Tague. I am Head of Nursing in the Surgical Specialities Division and I am proud to be leading on the Model Ward project which is something I am really passionate about.

“This project came from some work we had been doing in surgery across Devonshire and Barnes and is about really thinking differently and building a workforce that is focused around the needs of the patient and challenges traditional role boundaries.

“We know we have gaps in our ward rotas and that we have to rely on temporary staffing with all the issues that can bring with it. The Model Ward is about developing our Workforce of the future and is about true Workforce.

“We know that many of our Support staff are very loyal and want to stay and work at the trust but feel that there are not the development opportunities for them. The Model Ward is about developing band 4

Assistant Practitioner/ Nursing Associate roles where we have band 5 vacancies and how we can integrate pharmacy and therapy staff into the ward team working more holistically.

“We currently have 4 Pilot sites across medicine and surgery. These are Devonshire/Barnes, Robinson, Eastwood and Pearson/Ashover. We have chosen areas where the Matrons were already starting to look at how they work differently. We know that one size won't fit all and that different wards and patients have different needs such as high volumes of medicines or rehabilitation.

“I am really excited about this development, it can feel a bit scary as it's a massive cultural change and it's not just about nursing, we are also involving our Allied Health Professionals colleagues as you'll see further in this briefing. I believe that if we involve and listen to our teams we will be able to make this a success.”

Engaging Teams

Background

Following reconfiguration of the Surgical Wards in 2015, the focus for Devonshire and Barnes has been to work more collaboratively as a unit. As part of this focus, in addition to the rotation of staff between the 2 wards, the Matrons identified a need to facilitate a Team Building Event with staff from both wards to promote integration of staff and to further strengthen the team.

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Engaging Teams

In March and April 2017, joint Team Building days were facilitated for Devonshire and Barnes staff with 84 staff attending over 4 days. The days were multi-professional, including therapy and nursing staff. Facilitating 4 days enabled all nursing staff to attend one of the days and ensured a range of pharmacy and therapy staff were also able to attend.

Aim of the Team Days

The main aim of these days was to provide staff with an opportunity to participate in team building activities with the staff from both wards,

Workforce Transformation

Devonshire and Barnes have been identified as one of the pilot areas for the 'Model Ward'. The team days planned were a perfect opportunity to engage with all staff from a range of professional groups and start the work required looking at workforce transformation.

Jayne Taque attended each team day to discuss plans for Workforce Transformation, explaining the 'model ward' and context surrounding the changing landscape, including the challenges faced in the NHS in the future.

Role Development

Liz Claridge (Sister Education and Training) attended each day to provide staff with an overview of the various new roles and staff development opportunities available at Bands 2 - 4; including the Care Certificate programme for new starters, QCF level 2 and 3 programmes, introduction of the Assistant Practitioner Role, Nursing Associate Pilot Project and plans for the implementing the apprentice role for nurse training in the future. Evaluation of this session indicated that 71 of the 76 staff who responded found the session to be very good or excellent.



Process Mapping Exercise

The need to review how care will be delivered in the future with a different workforce is a challenge (i.e. with the introduction of new roles including the Assistant Practitioner and Nursing Associate Roles and possible plans to integrate therapy roles and pharmacy staff into ward based teams). With this in mind, staff were asked to identify what they thought each staff group would be able to do with the appropriate training in the future. Ward based activities relating to care delivery had been identified prior to the exercise to help staff consider all activities undertaken by all professional groups.

A process map was completed for each activity which captured what each group of staff thought they would be able to do in the future. Analysis of this work is underway. It is envisaged that this analysis will help us re-define job roles and re-design care delivery systems which are fit for purpose going forwards.

Once again the majority of staff reflected that they had enjoyed this part of the day and had felt engaged in the process.





Evaluation

- Evaluation of the Team Days has been very positive.
 - Facilitating joint Team Days for Devonshire and Barnes staff has enabled us to engage with the majority of staff from both wards, including therapy and pharmacy colleagues and start the conversation regarding workforce transformation.
 - Process mapping has enabled the team to focus on the introduction of new job roles and identify how these new roles will contribute to care delivery in the future and support new ways of working.
 - Involvement and engagement with all groups of staff in these early stages of workforce transformation, will hopefully improve staff engagement in the change process, and enable staff to understand the rationale for changes required in the future workforce.
- Recommendations will be made to the Model Ward project group following analysis of the process mapping exercise undertaken. This is likely to result in future work steams which may involve re-defining job roles/ job descriptions, remodelling the ward team and care delivery systems, piloting new shift times and introduction of new job roles to support the delivery of care in the future
 - It is likely that future engagement events with all groups of staff will be required regarding the model ward and changes required in the future.



Contact for Further Information

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