



**Executive Director of Nursing, Midwifery
and AHP's
Report to Trust Board
26th September 2019**

Nursing and Midwifery Education & Workforce

Mentorship

Statistics

The Mentor Register continues to be held electronically and managed locally by Ward Sisters/Charge Nurses/Team Leaders, with professional oversight and management responsibility residing with the Practice Education Team. Each Directorate receives status reports regarding availability of Mentors, Sign-off Mentors and Practice Teachers on a 6 monthly basis. SHSCT, at the time of reporting, have 945 mentors who are currently available to mentor students. The Practice Education Team support Ward Sisters/Charge Nurses/Team Leaders to maximise the availability of mentors, as well as delivering training for staff to meet the requirements for entry onto and maintaining entry on the Mentor Register. This continues to be of paramount importance with the welcome increasing number of pre-registration students commencing nursing and midwifery programmes.

Table 1: Mentor Statistics per Directorate/Division

Directorate	Number of Mentors/ Sign-off Mentors/ Practice Teachers	Available	Unavailable*
ACUTE	690	434	256
CYPS	265	201	64
OPPC	270	190	80
MHLD	219	168	51
Totals	1444	993	451

**Mentors/Sign-off Mentors/Practice Teachers are sometimes unavailable to mentor students due to criteria lapsed, leave, or other reasons as to why they cannot support a student*

Student Capacity

SHSCT currently have capacity to accommodate a maximum of 384 pre and post registration students at any one time across 145 approved practice areas. Due to ongoing requirements to increase practice placements, the Practice Education Team continually work with service colleagues to scope capacity.

We will shortly be opening up a new placement area with the ADHD service within the Children's Directorate, incorporating ID CAMHS, which will initially accommodate 1 student placement.

Governance of Continual Professional Development activity

The Practice Education Team continues to facilitate educational programmes and updates for mentors, sign-off mentors and Practice Teachers throughout the year, which is a Nursing and Midwifery Council requirement. Statistics can be viewed in Table 2:

Table 2: Mentors/Sign-off Mentors/Practice teachers CPD activity statistics

Programme/Activity Title	Number of programmes/sessions facilitated Apr 19 – Aug 19	Number who completed activity
Mentorship Preparation Programme/APEL	1 (commenced prior to Apr 19)	61 (Through QA board and on mentor register 09 July 19)
Nursing and Midwifery annual update	29	438
Triennial review	N/A	141
Progression to sign-off mentor status programme	1	16
Model of support	2	8
Supervising mentor preparation programme	2 (ad-hoc)	2
Practice Teacher Forum	1	12

Future Nurse Future Midwife (FNFM)

In May 2018 the NMC published new education standards to shape the future of nursing and midwifery. The Chief Nursing Officer, Charlotte McArdle, asked Northern Ireland Practice and Education Council (NIPEC) to lead a programme of work to support the Department of Health (DoH) in its oversight in introducing the new standards. Sharon Conlan is the Trusts Professional Officer. The PET have been heavily involved in the FNFM programme with membership at steering and working groups at regional level, shaping the future standards, educational curriculum and preparation programme for assessors and supervisors. An Implementation Group within the Trust has been established to drive these standards and promote engagement.

Open University (OU)

The SHSCT is one of the region's largest commissioners of the Open University Pre Registration Nursing Programme for adult and mental health fields of practice. This programme affords Trust employees, who wish to undertake a nursing degree, to complete a period of 4 years study whilst maintaining paid employment. This year 30 staff members have been supported by the Trust to commence the programme in September 2019. On successful completion every newly registered nurse is automatically offered a Band 5 nursing position. A total of 12 SHSCT Open University students will be graduating in November this year and taking up permanent posts within the Trust. From 2020, OU hope to offer pre-registration nursing programmes in Children's and Learning Disability fields of nursing.

Band 5 New Registrant Induction Programme

The Trust induction programme developed as part of the Trust's recruitment strategies to both attract registered nurses to work in SHSCT and to support newly registered nurses, continues to run twice a year. The programme, delivered in a blended approach by Clinical Education Centre, Practice Education Team and in-house SHSCT staff, now runs over a 3 day period to include corporate and professional induction, e-learning, administration of medicines and preceptorship training. During the period April 2019 to August 2019, 15 new registrants have been facilitated to undertake the programme.

Post –registration Nursing and Midwifery Education Commissioning 2018-2019

The Trust continues to conduct annual learning needs analysis for Registrants and works closely with DoH to secure funding for those education programmes that are essential for the nursing and midwifery workforce to continue to deliver a high standard of care. Transformational monies facilitated a welcome increase in the number of programmes commissioned for 2018 – 2019. Programmes and attrition is outlined in Table 3 below. A range of RCN programmes were also commissioned. Commissioning for 19/20 programmes is now well underway, with registration and enrolment currently in progress.

Table 3: Overview of post-registration education courses commissioned, and attrition for 2018-2019

<i>Programme type</i>	<i>Title/no. of programmes</i>	<i>Number of staff</i>	<i>Withdrawals</i>	<i>Deferrals</i>
Specialist Practice Programme	Health Visiting – full-time	10	X1 (Fail)	
	Health Visiting – part-time	2		
	School nursing	2		
	Community children's nursing	2		
	District Nursing	7		
	Diabetes	4		X1
	Nurse Practitioner	2	x1	X1
	Palliative Care	4		
	Stroke	1		
	Emergency Care	2	-	-
	Cancer care Oncology	2	-	X1
	Nursing care of Older people	3		
	Dermatology	1		
	Tissue viability	2		x1
	Respiratory nursing	2		
Post graduate diploma CBT	4	X1		
MSc Nursing: Advanced Nurse Practitioner	Adult/general pathway	1		
Short courses	17	48	X6	X1
Stand-alone Modules	13	52	X3	X1

Clinical Education Centre Service Level Agreement

Southern Trust continues to fully utilise the Service Level Agreement (SLA) with the CEC. Since 1st April 2019 to 31st August 2019 utilisation is 49.83%, a similar status to this time period last year.

MSc Pilot Adult Nursing Ulster University

Work is progressing within the Trust in relation to the 2 year MSc programme project that was reported on previously. The programme being delivered by Ulster University, commissioned by the DoH, will facilitate a cohort of 30 newly qualified adult registered nurses to commence the programme in September 2019. Bernadette Gribbon is the project lead within NIPEC and Jacqueline Clarke from the Practice Education Team is the co-ordinator within SHSCT. This project, in line with the strategic transformational agenda presented in *Health and Wellbeing 2026: Delivering Together*, aims to support nursing workforce stability and retention, and develop individuals to become future nursing leaders who can deliver transformational change within a range of nursing services and environments improving outcomes for patients and service users.

Six newly registered nurses have been recruited into these full-time posts within the SHSCT and will be rotating across 4 clinical areas, including Medicine, OPAC, Surgery and Independent sector over the two year period.

International Recruitment

Regional nursing international recruitment continues to progress and is due to complete March 2020. For SHSCT, 51 nurses have been recruited and are working across the Trust in acute and non-acute wards. The HSC continues to hold a 100% OSCE pass rate, which is unparalleled in the UK.

Leadership, Support and Development Programme for Band 6 staff

As previously reported, in December 2018 transformational monies were allocated regionally which facilitated the uplift of 34.25 WTE Band 5 nursing staff to Band 6 Clinical Sister across wards within Acute, Non-acute and MH in-patient areas to ensure that appropriate senior nursing cover was present on designated wards over a 24/7 period and facilitate the Ward Sister/Charge Nurse to fulfil the 100% supervisory role.

The EDN team in partnership with Clinical Education Centre developed a leadership, support and development 3 day programme for these newly uplifted band 6 nurses. Key elements include role clarification, professional leadership, NQI's, workplace culture, quality improvement, patient flow, and managing change.

The first programme cohort of 14 clinical sisters completed in June 2019, with a second cohort of 15 staff having commenced the Autumn programme in September 2019. Feedback regarding the programme to date has been very positive, with senior managers also requesting places for some of their newly appointed Band 6 clinical sisters outside of the uplifted monies. Therefore a further two programmes have been scheduled for spring and autumn 2020.

Nursing Assistant Standards and Induction and Development Pathway

An implementation group for the Nursing Assistant standards and induction and development pathway has been set up within the Trust. The group are responsible for implementing and embedding the DoH Nursing Assistant Standards, Induction and development pathway, Core JD's and KSF outlines across the Trust. More info on these can be found at: <https://www.health-ni.gov.uk/publications/standards-nursing-assistants-and-associated-resources>

The CEC have been commissioned to provide an induction programme and RQF pathway for band 2 and 3 Nursing Assistants. The regional programme has commenced September 2019.

Recruitment schedule for Nursing and Midwifery 2019-2020

An annual recruitment plan for all bands of staff bands 2-7 including pre-registered nursing is being delivered throughout 2019-2020 by SHSCT HR and Nursing workforce and Education team. Recruitment will be focused to specific clinical areas as well as the pre-registered workforce throughout the year.

Table 4 details the number of nurses recruited into post following an offer of post at the December 2019 Nursing Recruitment Day for all fields of Nursing.

Table 4: December 2018 recruitment numbers and staff in post across Branches of Nursing

Branch of Nursing	External candidates (including those from other HSC Trusts)			3rd Year Nursing Students registered in February 2019			3rd Year Nursing Students due to register in September 2019		
	Offered	In post*	Conversion Rate	Offered	In post*	Conversion Rate	Offered	In post*	Conversion Rate
Adult	25	11	44%	6	4	67%	62	32	52%
Mental Health	5	1	20%	1	1	100%	14	4	29%
Learning Disability	5	2	40%	0	0	N/a	5	2	40%
CAMHS	5	3	60%	0	0	N/a	0	0	N/a
Combination (i.e. eligible for more than one branch)	1	1	100%	0	0	N/a	7	1	14%
TOTAL	41	18	44%	7	5	71%	88	39	44%

Branch of Nursing	Internal candidates (already working for SHSCT)			TOTAL		
	Attended	Transfer*	Conversion Rate	Offered	In post*	Conversion Rate
Adult	13	8	62%	106	55	52%
Mental Health	1	1	100%	21	7	33%
Learning Disability	5	1	20%	15	5	33%
CAMHS	4	1	25%	9	4	44%
Combination (i.e. eligible for more than one branch)	0	0	N/a	8	2	25%
TOTAL	23	11	48%	159	73	46%

* As at end of August 2019 -including Pre-Reg Students due to take up post during September 2019.

HealthRoster

HealthRoster is [Employee scheduling software](#) for e-rostering, providing a computerized method for efficiently managing when staff are required to work and to ensure wards and departments have the right staff in the right place at the right time.

Current implementation includes all wards across the Acute Directorate. Funding has recently been secured for the further roll out of Health Roster with Mental Health and Learning Disability being the next to begin implementation in October 2019.

SafeCare, an add-on application to the main HealthRoster system, is currently being rolled out across all acute ward areas. It involves using the Shelford Safer Nursing Care Tool to rate patient acuity and dependency. Benefits of SafeCare include, visibility of staffing levels measured against actual patient acuity and dependency, visibility of wards and departments at a glance for operational managers and provides an evidence base to facilitate the redeployment of staff across wards to avoid under or over-staffing.

A project board has been established where key elements of HealthRoster work are progressed and there are processes, procedures and a communication strategy implemented to ensure the efficient use of the system including the development of a monthly suite of reports for action.

The HealthRoster team are currently working through a series of recommendations following an audit carried out by the Internal Audit Office which are due for completion by May 2020.

Nursing and Midwifery Workforce Action Plan

Key priorities within the three work streams in the Nursing and Midwifery Action plan (<http://www.southerntrust.hscni.net/about/4195.htm>) are being progressed. Action plans are being developed with regular updates shared at steering group. A communication plan has been established and work is progressing as listed within each work stream.

Recruitment work stream

- Annual recruitment schedule developed
- Focus groups with new recruits and placement 9 nursing and midwifery students planned
- Establishing recruitment meetings with BSO and trust recruitment team
- Exploring on boarding process with new nursing and midwifery staff
- Focus groups with Placement 9 students in relation to the quality of their placement experience
- Open registration to Bank-Already in place for Band 5 Nurses, Plans currently being finalised for Band 2/3 as part of above plans for recruitment to permanent posts
- Engagement with schools/colleges and enhancement of Work Experience programme
- ELD Department have significantly increased the number of work experience placements offered by Nursing across the Trust.
- Structured outreach programme in early stages of progression
- Sustain and develop international nurse recruitment programme

Retention work stream

- Reviewing procedures for internal transfers and pilot a new approach
- Develop and embed a process to capture feedback from staff on their experiences of working in the organisation. Agreed a set of principles within work stream including: Face to face independent guided interview with nurses and midwives who are leaving SHSCT; Central notification process; Quarterly report back to service area; Thank you card with details of person to contact.

- Embed robust processes to encourage and facilitate staff to avail of a range of flexible job opportunities within the organisation at all stages of their career. Agreed following with work stream including: Dedicated 'New Beginnings' programme for nurses / midwives in year before planned retirement to develop resource of 'working retirees'; Development of 'Working Retiree Pathway' guidance for staff and managers, which could include outline of process, timetable and working opportunities.
- Establish a nursing and midwifery voice on the Staff Health and Wellbeing Work Streams and identify opportunities for staff to engage in initiatives to enhance their health and wellbeing at work.

Data analysis and workforce utilisation

- Electronic staff rostering system being embedded within Acute Directorate and further rollout is planned (MHL D Bluestone and Dorsy Unit)
- Safe care pilot (Acute) completed and roll out to all acute areas by end of September 19
- Monthly suite of HealthRoster reports produced and shared with relevant fora
- Reviewing staffing data available to trust from a variety of sources including HR WF information, Finance.

Director of Nursing Report: Safety, Quality and Patient Experience

Nursing and Midwifery Revalidation

The revalidation of nurses and midwives continues within the Trust. The Table below which includes Nurse Bank staff outlines the number of registrants who have revalidated per month since the start of the year and reasons for those staff who did not revalidate. There have been no unexpected lapses in registration.

Cycle	Month	Number of Revalidations Due	Total number revalidated on time	Reason for Non Revalidation
2	Apr-19	136	132	4 posts not revalidated due to staff retirement
	May-19	80	80	
	Jun-19	41	41	
	Jul-19	73	72	1 not revalidated as NMC registration not required for job role
	Aug-19	35	35	
TOTAL		365	360	5

New Adult Nursing Documentation Booklet

The new regional Person-Centred Nursing Assessment and Plan of Care booklet was introduced on 3 June 2019 in preparation for the move to Encompass which will facilitate electronic recording of nursing care in the future. This document is used to record care for people **aged 18 years and over**.

PACE (Patient Centred Assessment Care Planning and Evaluation)

The PACE framework to improve the quality of nurse care planning, is an element of the regional Nursing And Midwifery Documentation Project which is led by NIPEC on behalf of the CNO.

The implementation of the PACE framework is supported by transformational funding with an initial allocation of 1.0wte Band 7 Nurse to support and facilitate nursing teams in using the PACE framework. A further allocation to recruit 1.0wte Band 7 Nurse has been received by the Trust and the new post holder will commence on 23 September 2019.

The first and second cycles of supporting fourteen acute and non-acute in patient wards has been completed and a further six wards have started the process in September 2019. The PACE framework has been extended to CYP and Mental Health Directorates who are various stages of implementation. When the PACE Facilitator commences they will support community nursing in the first instance with some support offered to sustaining the wards already implemented in Acute and OPPC.

The implementation is monitored via staff feedback and the NOAT audit tool. A baseline of record keeping is taken prior to implementation, mid implementation and at the end of the implementation process.

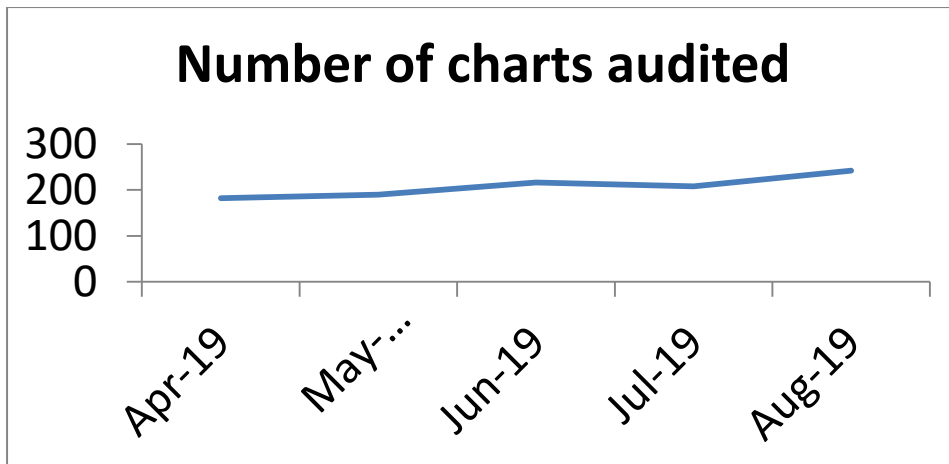
The EDoN maintains oversight of the progression of this project presently via the Senior Nursing and Midwifery Governance Forum.

Safety and Quality Metrics

1. Nursing Quality Indicators



Work has been on-going to ensure 10 charts per ward are audited monthly. Overall this has improved as outlined below. The corporate nursing team are working closely with acute wards to fully deliver on this requirement.



- **Line Labelling Tool:** Compliance with this indicator has improved over the quarter and is up from 92% in June to 96% for both July and August.
- **Omitted medications:** The number of omitted medications has reduced from 24 in June to 14 in August, of these 1 critical medication was omitted in June, 4 in July and 1 in August.
- **Malnutrition Universal Screening Tool (MUST):** compliance with this indicator has remained fairly static this quarter (89-92%). Additional training is being delivered by the corporate nursing team on NQIs. This will reaffirm to staff the requirement for MUST to be completed within 6 hours of admission and support improved compliance
- **Nursing Documentation:** while nursing documentation remains good there have been issues in a number of wards during August regarding the documentation associated with discharge, transfer and final placement planning. Again this will be covered in the training with the aim of achieving and sustaining improvement.

Patient feedback

97% of patients felt the quality of nursing care was excellent or good, however 11% felt there should be more staff as they were very busy.

The nurses were extremely overworked on this ward and a lot of the time things have to be done at high speed

Great team work, they all work well together, ward is well led

It is very encouraging to note the positive themes relating to the patients perspective on the quality of care nurses are providing.

Feedback from Nurses

The majority of nursing staff felt under pressure because of staffing shortages and others reported difficulties managing aggressive patients.

What would make this ward a 10?



2. NHS Safety Thermometer



The NHS safety thermometer was developed by NHS Improvement to ascertain the degree to which organisations are providing harm free care. It can be used across a range of settings and provides a mechanism to measure, assess, learn from and improve the safety of the care being delivered.

Safety related data is collected on all patients on a single day each month, from which the percentage of patients receiving harm free care can be demonstrated, organisational reports can be developed and an opportunity for national benchmarking is provided.

There are a number of collection tools, which include the following:

- Classic (measures pressure ulcers, falls, Urinary Tract Infection (UTI) Venous thromboembolism (VTE)
- Medications (medication reconciliation, allergy status, medication omission, and identifying harm from high risk medicines)
- Mental Health (measures self-harm, psychological safety, violence and aggression, omissions of medication and restraint (inpatients only)
- Maternity (measures perineal and abdominal trauma, post-partum haemorrhage, infection, separation from baby and psychological safety)
- Children and Young People (CYP) (measures deterioration, Extravasation, Pain and Skin Integrity)

The Trust is currently participating in a regional pilot using the Medications Tool, as well as undertaking a pilot using the Mental Health Tool. We are also exploring the possibility of progressing the CYP measurement tool. This information will be presented at the Performance Committee.

Patient Group Directives (PGDs)

There are currently a total of 85 medications being prescribed in the Trust via PGDs releasing medical time for other duties.

Although a process has been in place for some years to alert authors of PGD expiry dates, an exercise undertaken in September 2017 indicated that 11 of these PGDs had expired and a further 3 were due to expire during the following 3 month period.

Work was undertaken to refine the PGD process and these are now followed up well in advance of expiry dates.

As a result in July 2019 all PGDs were within date and authors were notified of any that were due to expire in the following 3 month period.

Patient Experience

A number of improvement projects are underway lead by lead nurses, supported by the corporate nursing team to spread learning from patient feedback with the aim of improving the patient experience of our services. These include

- communication
- noise at night
- family presence
- mealtime matters
- pain

These projects are reported on in detail at the Patient and Client Experience Committee.

Research and Development update

Developing Practice in Healthcare Course (Ulster University)

Three members of nursing staff have completed their degree in Developing Practice in Healthcare (subject to Exam Board approval); facilitated by staff in Trust with Practice Development expertise.

HSC R & D Fellowships

Two staff members are preparing applications for HSC R & D Fellowships (full-time PhD funding for three years) and are receiving academic support from colleagues from Ulster and QUB.

Research and Development Projects in Progress

Maternity services in Daisy Hill is collaborating in a ethnographic research study entitled *Improving the practice of foetal heartrate Monitoring with cardiotocography for safer childbirth* - led by Cambridge University which involves observing every day practice around the use of CTG. Local collaborator is Joanne McGlade, Lead Midwife.

Research and Development Projects in Progress

RQIA funded development of evidence based *Planning birth at Home guideline in Northern Ireland*- Patricia led the development of the co-produced guideline with multidisciplinary maternity care staff, service users and women advocacy groups; also development of a leaflet and infographic specifically for service users. Final draft of documents with printers and a CNO supported co-production event is being planned for November 2019.

Ethical approval obtained to undertake *Women and Maternity Care Providers' Experiences and Perceptions of Planned Home Birth Service Provision in Northern Ireland* research study; Trust Governance approvals from two Trusts are awaited. Expect to have survey and follow-up focus groups completed by March 2020; in collaboration with Dr Maria Healy from QUB

Regional Audit of Midwifery Led Units guidelines in collaboration with Dr Maria Healy, QUB and staff and women from the 5 HSC Trusts for completion by Mar 2020

Collaborating with Edward Smyth on Evaluation of Safety Leadership Walks project with Professor George Kernohan. Interviews with staff undertaken and being transcribed.

Commissioned Work

NIPEC and NISSC have commissioned Patricia to undertake a desktop review to:

- Identify national and international approaches to the governance arrangements for safe delegation of health care tasks and duties that are delegated from registered Nurses, Midwives and Allied Health Professionals to registered and non-registered individuals across professions
- Produce recommendations for key areas for inclusion in a regional governance framework for Northern Ireland to support delegation across professions
- Provide case studies to exemplify these approaches.

Research and Development Community of Practice Seminar

Academic Writing Seminar scheduled for 23rd October; open to all Trust Staff.

Conference Presentations:

The Co-production of Evidence-based Guidelines for Planning Birth at Home Normal Birth Conference, Grange Over Sands, 17th- 19th June 2019

Human Factors Training

20-24th May- Train the Trainers course completed; contributing to Foundation Doctors Teaching Programme and to the development of nurses, midwives and AHPs in this area.

Publications:

Slater, P. F., Hasson, F., Gillen, P., Parlour, R., & Gallen, A. (2019). Virtual simulation training: Imaged experience of dementia. *International Journal of Older People Nursing*, [e12243]. <https://doi.org/10.1111/opn.12243>

Papers accepted:

Daniels, N., Gillen, P., Casson, K., Wilson, I (2019) STEER: Factors to consider when designing online focus groups using audio-visual technology in health research, *International Journal of Qualitative Methods* Accepted; final clean version to journal by 4th October

Daniels, N., Gillen, P., Casson, K. (2019) Practitioner engagement by academic researchers: a scoping review of nursing, midwifery and therapy professions literature *Journal of Research and Theory in Nursing* Paper accepted; awaiting copy for proof reading prior to publication

2 Book chapters-final draft submitted: for *Fundamentals of Person-Centred Care* Book

- Being Person-centred in maternity services
- Lifelong learning and improvement Strategies

Bereavement update

Trust Bereavement Co-ordinator activity June-September 2019

Activity this quarter has been directed to:

1. Ward visits to meet with staff and identify pressing needs relating to caring for dying people and bereaved relatives.
2. Raising awareness of the findings within the 10,000 More Voices: Experience of Bereaved People report published by the HSC Bereavement Network, HSC Board and Public Health Agency. This report contains a number of recommendations for HSC Trusts and Trust staff to implement. These will be embedded in the revised SHSCT Bereavement Forum Work Plan which will be agreed at the next forum meeting (November 2019)
3. Delivering training sessions: a series of 90 minute sessions on death, grief and bereavement have been delivered across SHSCT sites. To date 68 members of staff from a wide range of services have attended. Bespoke sessions have also been provided to teams on request.
4. Supporting teams and individual members of staff following personal or team bereavements. This included facilitating team debriefings.
5. Service improvement initiatives:
 - a. Work is underway in conjunction with the service improvement team to develop a perinatal palliative care pathway to enhance the care and support of mothers and families where a baby is expected to die before, at the time of or after birth.
 - b. Exploratory discussions have taken place regarding introducing the sending of a sympathy card to relatives following the death of a person in hospital or community settings. A discussion paper is being drafted for consideration by SMT.
 - c. Revision of the 'when a child dies' information booklet.
6. Regional activity: The 5 HSC Trust Bereavement Co-ordinators collectively have been contributing to:
 - a. Revising the 'Seeking Consent for Hospital Post-Mortem' training programme which is being amended following recent site inspections by the Human Tissue Authority.

- b. Contributing to the revision of the Hospital Post Mortem consent forms in line with recommendations from the Hyponatraemia inquiry.
- c. Contributing to a range of Departmental working groups related to death and bereavement e.g. the repatriation of deceased children to NI task and finish group on which I sit.

Fitness to Practice

Currently 5 SHSCT nursing staff are 'active' with the NMC due to concerns regarding their professional nursing practice, conduct or capability.

MHD: 4

Acute: 1

CNO alert letters have been issued in respect of 3 of these nurses and 1 has been dismissed from employment with the Trust. Communication is on-going between the NMC and relevant Trust staff in relation to these active cases.

External visits

On 7 August the Executive Director of Nursing and the Assistant Director of Nursing, Safety, Quality and Patient Experience, met with David Porter, Regulation Advisor at the NMC with responsibility for the Southern Trust. The NMC offered this meeting as part of their Employer Link Service. A range of issues were discussed including the NMC Corporate Strategy consultation, Fitness to Practise, Overseas Registration Process, Revalidation, Return to Practice, Education and Standards and the Nursing and Midwifery Witness Liaison Service.

The Trust are looking forward to welcoming David back on 3 October when he will provide training to senior nurses and Human Resources colleagues on a range of professional nursing issues including new guidance issued by the NMC in 2018 Ensuring Public Safety, Enabling Professionalism and thresholds for referral.

On 29 August the Trust welcomed Verena Wallace and Josh Stephens from the Nursing and Midwifery Council to Daisyhill Hospital to meet with staff to co-produce the Nursing and Midwifery Council's corporate strategy for 2020-25. During their visit the NMC received informed and considered feedback from registrants and students which will form part of their strategy development.

The NMC are holding a further workshop in Craigavon Civic Centre on 9 October to continue the coproduction of their new strategy. Consultation will close on 16 October 2019.



Awards

Jean McCracken, Children's Continence Nurse Specialist is through to the final of the Nursing Times Awards. She presented to the judging panel on 10 September and the winners will be announced on 30 October at Grosvenor House Hotel, London.

Midwifery

Midwifery Staffing

Midwifery Staffing recruitment and retention issues continue to be an ongoing challenge within the Trust. Divisional representatives are attending the Royal College of Midwives Conference in Manchester in the upcoming weeks along with other Trusts to promote midwifery in Northern Ireland. The division has also planned a recruitment day similar to general and mental health nursing for the 19th October to publicise midwifery to students registering in 2020 and to also encourage staff that live within the Southern Trust locality to consider relocating from their current employment.

Complimentary Therapies

A small number of midwives in the Midwifery Led Unit continue to develop and embed the use of complimentary therapies for women in the antenatal period. The use of these therapies is to promote spontaneous onset of labour and to optimise fetal positioning in advance of labour such as rotation from breech positions to cephalic. This initiative continues and also promotes the use of the midwifery led unit on the Craigavon Site. This project has continued to develop following the recognised benefits from the initial introduction which was achieved when the staff involved were awarded the Martha McMenemy prize. The staff continue to promote these therapies and have commenced an audit to evidence the outcomes, however, the further development of this service is limited. These limitations are due to staffing constraints such as sufficient number of skilled staff and the ability to enable staff to undertake these therapies, as part of their core work when staffing levels

are already reduced. The division does recognise that promotion of these therapies is beneficial and currently these therapies are offered on an adhoc basis. On the Daisy Hill site there are some staff have attended training on hypnobirthing and consideration is being given to how this can be developed and taken forward in this area.

Breastfeeding

The Maternity Department Daisy Hill Hospital and Newry & Mourne Locality have achieved Baby Friendly Initiative Stage 3 accreditation. Achievement of this level of accreditation has now enabled the Trust to collectively work 'to Gold' accreditation. This work will be in collaboration with the CYP directorate which will include Health Visiting, Neonatal and paediatrics alongside maternity. The work on this initiative will require Senior Management Team involvement, to substantiate and confirm the Trust's commitment and support /sponsorship to the principles of Baby Friendly Initiative. It is aimed for the work on this accreditation to begin in 2020.

Allied Health Professions

1.0 National Recognition: Allied Health Professions



Recognition for Podiatry Services

Denise Russell, Podiatry Manager in the Southern Health and Social Care Trust, along with the podiatry managers from the four other Trusts won the Best Talent Management Initiative award at the prestigious Chartered Institute of Personnel and Development NI HR awards, May 2019.

The Podiatry Managers developed a bespoke podiatry succession programme for podiatrists working in clinical specialist roles to develop their leadership skills and reach their full professional potential.

On presenting the award the judges said:

'they were impressed by this innovative talent management approach to addressing key workforce planning and organisational issues which had a demonstrable positive impact and set new standards for good practice in its field of practice which had suffered from years of lack of investment'

2.0 ALLIED HEALTH PROFESSIONS- WORKFORCE

Regional Workforce Reviews - Update

The Regional AHP Workforce Reviews carried out in partnership with the Trust AHP Professional Leads, the PHA, DoH, the respective professional bodies and Trade Unions which followed the evidenced based sequenced six-step methodology (outlined within the Skills for Health, Regional HSC Workforce Planning Framework) are nearing completion.

The Physiotherapy, Podiatry, Prosthetists, Podiatry, Speech and Language Therapy, Dietetic professions has completed their Reviews and are in final stages of sign off by which have been signed off by the steering group Top Management Group (TMG) in the DoH. .

The OT, Orthoptics and Diagnostic Therapeutic Radiography professions and are in the final stages and have been submitted to the DoH for approval.

DoH have advised that an AHP Workforce Review **Implementation Steering Group** will be established with input from DoH, Trusts, UU, PHA and Trade unions to oversee the successful operationalisation of the 11 distinct workforce reviews.

As part of the Regional Transformation Programme a Regional Lead AHP Workforce Consultant Post has been established to strategically oversee and drive the implementation of the Regional AHP Workforce Reviews. In the short to medium term the Regional Senior AHP Lead Forum are seeking to influence in partnership with the Strategic Resourcing Innovation - recruitment outside of NI for "specialist posts proving challenging to fill". For the longer term will seek to take an innovative and wider approach to recruitment and retention strategies for the AHP Workforce within NI.

AHPs: Advanced Practice Framework

The Regional AHP Advanced Practice Framework for Northern Ireland was published and launched by the Department of Health on Tuesday 25th June 2019. [Advanced AHP Practitioner Framework](#)

The implementation of this framework will ensure a more consistent approach across NI to the development and management of current and future Advanced AHP Practitioner roles. It will ensure a consistent approach is taken to the use of job titles and to ensure that appropriate governance arrangements are in place to support advanced level practice. This will be taken forward by a **Regional Implementation Oversight Group** which is to be established by the DOH and will form part of the remit of the Regional Lead AHP Workforce Consultant Post-holder.

3.0 RECRUITMENT UPDATE

All AHPs are actively and continuously working on recruitment and the AD for AHP Governance, WFD and Training led on a mini recruitment campaign was carried out over the summer months within SHSCT targeting a number of “difficult to recruit to” posts in Physiotherapy, Speech and Language Therapy and Occupational Therapy. This brought a level of success and the learning from what could have made this even better is being followed up.

Physiotherapy have introduced B5/6 link grade in an effort to manage workforce challenges. This measure worked particularly well in the Radiography profession in 2017/18. A rolling recruitment is in place for Band 5/6 which has been advertised nationally.

Physiotherapy leads are working to ensure staff have opportunities to gain experience in essential core areas to meet the specification of the B5/6 Physiotherapist specification.

SLT are currently exploring the B5/6 link grade pathway to attract more junior staff grades.

Arrangements to pilot a shared professional/clinical leadership model for Orthoptics for SHSCT in partnership with BHSCT in the last 2 quarters of 2019/20

4.0 TRANSFORMATION

A key Transformation Project being led by AHPs is the new Dysphagia Support team who are changing practice on a system wide level to improve quality and safety of patient/client care.

Dysphagia Support Team

The last quarter has seen the Dysphagia service successfully embedded by the Dysphagia Support Team. The team are currently undertaking a project on trailing tele-swallowing support in 5 Nursing Homes across the Trust. They are also providing swallow awareness training, resource materials and expert advice/signposting into PNH across localities.

Trust-wide Occupational Therapy Professional Practice and Quality Improvement Developments

Physiotherapy Service Developments

Self-referral has been introduced to Newry and Mourne area and is in the process of roll out to other localities. There has been engagement with GP practice, service users and staff. A regional online referral form has been agreed and early feedback from service users has been very positive. The plan is that over the next 9 months self referral will be rolled out to the other Trust localities i.e. A&D and C&B by May 2020.

Partnership working with the Integrated care Partnerships and GPs is key to the success of this access to Physiotherapy for patients.

A formal evaluation will be formally carried out by the Trust and PHA in relation to impact on patient journey, outcomes, clinical pathways and transformation

A Physiotherapy led service AIRVO has been introduced to acute wards with recent evaluation demonstrating excellent results at preventing patients deteriorating, requiring ICU admission and shortening length of hospital stay.

DHH acute Physiotherapy team has introduced 6 day working however recruitment and workforce challenges remain a barrier to full implementation.

5.0 CONTINUOUS PROFESSIONAL DEVELOPMENT

Post Graduate Certificate Education for Healthcare Professionals

Dietitian Hilary Mathieson Acute Dietetic Lead has completed the first PGCE course for AHPs during academic year 18/19 and is the first Dietitian in the region to complete this course.

Tina Hughes, Acute Occupational Therapy Lead, Daisy Hill Hospital, has also successfully graduated with a PGCE from the 18/ 19 AHP cohort.

This course offers a high level of expertise in teaching roles linked to clinical/professional roles to enhance the experience of both pre and post graduate student learners. A recognition to spread this level of qualification to support expertise in training is part of the Regional Workforce Reviews to support local and regional education and training across trusts, CEC and UU.

Physiotherapy CPD

A Band 5 Passport has been piloted across MSK, Respiratory and Rehabilitation specialities and this has formed a part of the Band 5 passport that is being now adopted regionally for all rotating physiotherapy staff.

Physiotherapy continue to develop their staff -In House training e.g. Headaches, Radiology, as well as through the Clinical Education Centre for Medicines Management.

4 Physiotherapists have completed the Non- Medical Prescribing course over the summer and are awaiting annotation with HCPC and Trust registration processes.

Building Leadership capacity -Band 7 staff, three staff completed the ILM course in the last few months.

Accreditation of strength and balance training (with Open College Network NI) This is used to train trust support staff, leisure centre staff etc to enable them to safely and effectively deliver strength and balance classes in the community across the localities.

Occupational Therapy

6 Occupational Therapists from Learning Disability, Physical Disability, Acquired Brain Injury Team, Falls Prevention and Older People Services have successfully completed a Masters Module Environmental Assistive Technology. This educational programme supports the innovative use of environmental assistive technology to promote independence for people with disabilities in their own home.

6.0 ASSURANCE AND ACCOUNTABILITY

Professional Registration

On 1st September 2019 all AHP professions were 100% compliant with professional registration. There were no lapses in registrations over the time period from April 2019 to August 2019.

Supervision

Compliance with Supervision period ending 30th June 2019

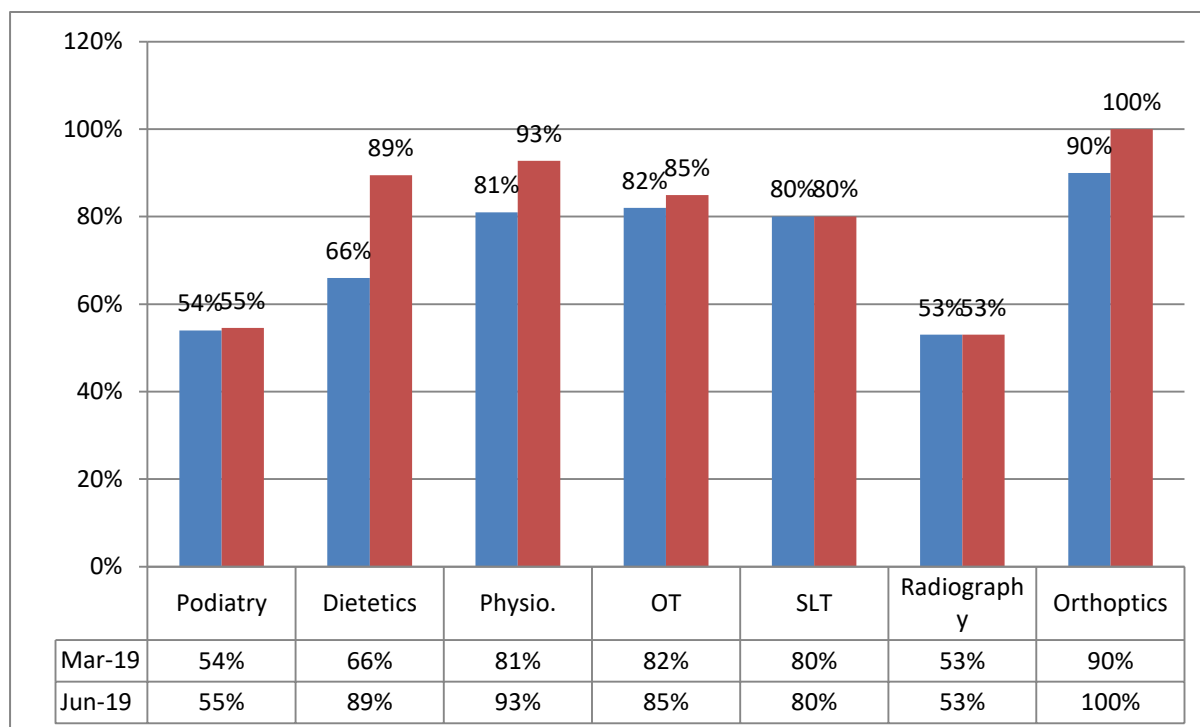


Figure 1 .1 Supervision Compliance by AHP staff

Figure 1.1 sets out the supervision compliance activity for all the AHP disciplines. The continued pressures within unscheduled care coupled with recruitment challenges have impacted on formal supervision activity within some areas of Acute and community services. Whilst informal supervision continues to be a feature on a daily basis formal supervision has been challenging for some areas of care.

The AD for AHPs has worked with the professional heads of service in the last quarter to maximise the deployment of other supervision methods (group supervision, peer supervision, skype) which has maintained or increased compliance levels.

Non-Executive Director Visits

A series of NED visits across a range of AHP services took place during 2019. Geraldine Donaghy visited Physiotherapy in DHH on 22nd May 2019 accompanied by Teresa Ross Head of Physiotherapy, Denise Hall Physiotherapy Musculoskeletal Lead; Joanne Tilley; Acute and Cathy McKeown; Falls & Day Hospital Lead Physiotherapist

Geraldine reported that

“I was provided with an excellent Power Point Presentation to which a number of staff spoke. The width and range of the services provided by the Dept was staggering and impressive”.

Pauline Leeson also completed a NED visit to the Wheelchair Resource Team in Victoria House Tower Hill on 4th June 2019. Pauline met a number of service users with family members who gave an account of their experience of the Trust’s wheelchair service, which spans all Directorates and is

led by OT specialist staff – Older People, Physical and Learning Disability, Children’s and Acute. Pauline Leeson reported very positively on the successful co-production, co-design, partnership model working that exists within the wheelchair services with service users, carers and OT staff that has resulted in a high quality experience within a challenging and complex area of practice.