

TRUST BOARD

Date of Meeting: 05/07/2011	Agenda Item No: 5.3	Enclosure: 3
Intended Outcome:		
For noting ✓	For information	For decision
Title of Report: Senior Nursing Review Update		
Aims: To update the Trust Board on the review of the senior nursing structure.		
Executive Summary:		
<p>The review of the Senior Nursing Structure commenced in September 2010. Since then, the Trust Board have had detailed discussion regarding this review at their meetings in April, May and June 2011.</p> <p>These discussions have focussed on the following key areas:</p> <ul style="list-style-type: none"> • Feedback from the consultation process. • Benchmarking of the nursing workforce in comparison to other organisations. • The financial implications of the nursing workforce in terms of ensuring this is fit for the future and provides value for money. • The importance of ensuring the review strengthens and clarifies the roles and responsibilities of the senior nursing roles directly at the ward level to enhance patient safety and quality . <p>The Trust Board have reviewed drafts three and four of the proposed structure.</p> <p>In addition to this it was also agreed that a voluntary severance scheme would be explored prior to implementing the new structure. The MARS scheme was launched on the 4 May 2011 and closed for applications on the 27 May 2011. The applications are currently being finalised. The Trust Board have discussed the need to ensure the implications from implementing the scheme are understood in the overall context of the nursing review.</p> <p>At the June meeting of the Trust Board, the Board were supportive of the structure, particularly in relation to the Ward Sister and Charge Nurse positions. However, it was agreed that further information on the financial analysis was required. This information has now been reviewed with the Director of Finance.</p> <p>The implications of the impending acquisition has also been discussed by the Board, and have agreed that it is important that the organisation implements a new senior nursing structure to continue to provide safe, quality care and to also strengthen the nursing leadership across both hospital sites.</p> <p>The current position on the senior nursing review has been discussed in detail with the new interim Chief Executive and Executive Team. Accordingly, the Chief Executive has requested for an external review on the proposed new structure. This review will be undertaken by an external consultant and will be concluded by mid-July 2011. The</p>		

review will predominantly focus on the Heads of Nursing roles and Matron roles.

Overview of key areas for consideration or noting:

- The detailed discussions that the Board have had during the last three months have formed an important part of ensuring the changes made to the senior nursing structure are fit for purpose from both a quality and financial perspective.
- An external review has been requested by the new Chief Executive to provide further assurance on the new proposals before they are implemented.
- Following discussion by the Executive Team, the following next steps are outlined, which will be progressed during the forthcoming weeks:
 - The external review on the proposed structure will be completed by mid July 2011. The outcomes of this review will be communicated to all staff and associated staff side representatives to ensure transparency on the posts reviewed and any recommendations this review may have.
 - The final version of the structure will be reviewed by the Director of Finance to ensure value for money, relative to other organisations.
 - The final structure will be circulated to Board members in July for any further comments or queries.
 - The Chief Executive will approve the new structure for implementation by August 2011, following feedback from Board members on the final proposals.

Specific implications and links to the Trust's Strategic Aims:

Ensure we provide high quality, safe and effective care for all our patients including meeting essential standards of safety and quality as set out by the CQC	✓
Develop a viable integrated clinical strategy for secondary care services which is sustainable and affordable	
Develop a new healthcare facility in West Cumbria that is fit for the 21st century	
Achieve sustainable financial balance through the delivery of the Trust's internal Cost Improvement Programme, securing a viable contract income from our GP commissioners and contributing to the system wide cost reductions	
To develop and implement a successful merger or acquisition plan that enables the Trust to become part of an existing NHS Foundation Trust	

Recommendations:

That the Board notes the update on the senior nursing review.

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