



Rebuilding a Critical Care Nursing Workforce Post Pandemic

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Workforce Development Senior Sister

Leeds Teaching Hospitals

About us

Leeds Teaching Hospitals has 5 Adult Critical Care units
Leeds General Infirmary

- Major Trauma Centre
- Neurosurgical Centre
- Specialist Cardiac Surgery Unit

St James University Hospital

- Regional Liver Transplant Centre
- Specialist Thoracic and Surgical- Oncology

With a nursing budget of 476 WTE, with funding for 84 critical care beds caring for approximately 5000 patients a year.



Adult Critical Care at Leeds

Rated
OUTSTANDING ☆
by the CQC
in 2018

One of only 7
liver transplant centres
in the UK



Houses a regional **specialist neurosurgical critical care unit** for patients following brain and spinal injuries including head injuries, spinal cord injuries, brain haemorrhages and brain and spinal tumours, with Leeds being a **world leading centre in Neurosurgery**



General Critical Care
at LTHT forms part of the
Major Trauma Centre providing
care for patients who have suffered
major trauma within West Yorkshire

Cardiac Critical Care is
**one of the largest
congenital heart units**
in the country and is a
cardiac regional centre



In partnership with
Leeds Cancer Centre, one of the
largest cancer centres in the UK,
Adult Critical Care provides
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Adult Critical Care supports national
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It is also an approved provider of a
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programme in Critical Care Nursing

Our position – 2021

Our first Workforce Analysis

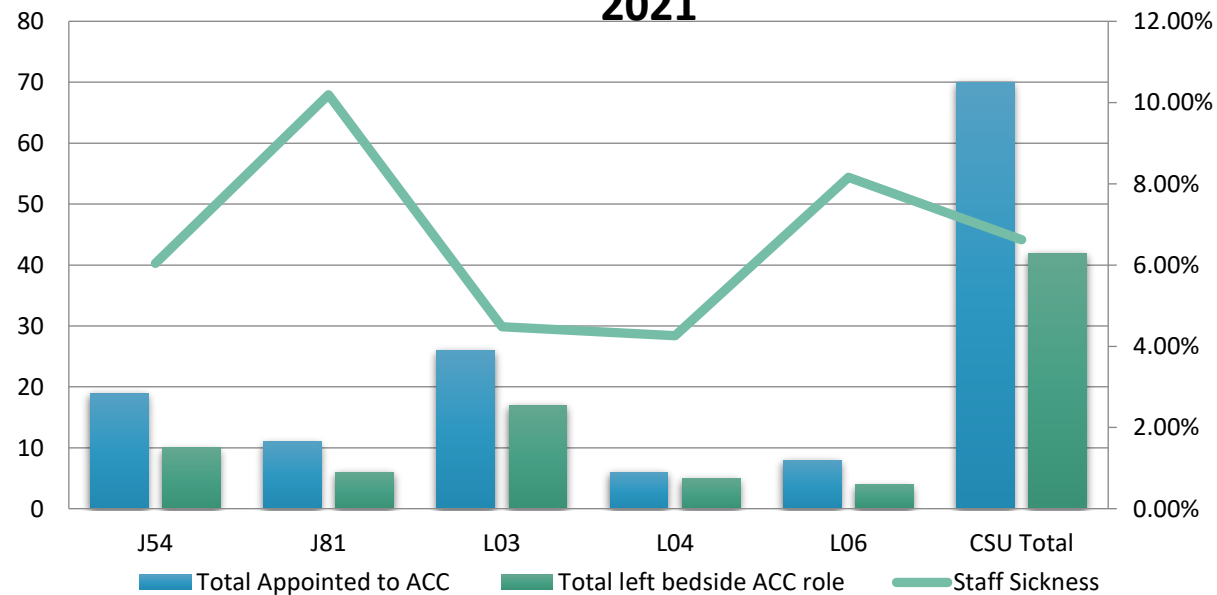
- We were experiencing high vacancy rate pre dating Covid then in September 2021
- ACC predicted 118 RNs would be starting in the next 6 months, however we were not able to increase the number of beds available to our patients
- Commenced a workforce analysis into to the recruitment and retention of our staff. This allowed us to take a deeper dive into our nursing workforce.
- The 118 predicted had reduced to 70 members of staff and during the same period we had 42 RNs leave resulting in a depleted skill mix and experienced workforce.

A recent survey of UK Critical Care Nurses found that 1 in 2 Adult Critical Care nurses are expecting to leave their current unit in the next 3 years (CC3N, 2022). The loss of experienced and highly skilled nurses significantly impacts on team morale, growth and development (Vincent et al 2019).

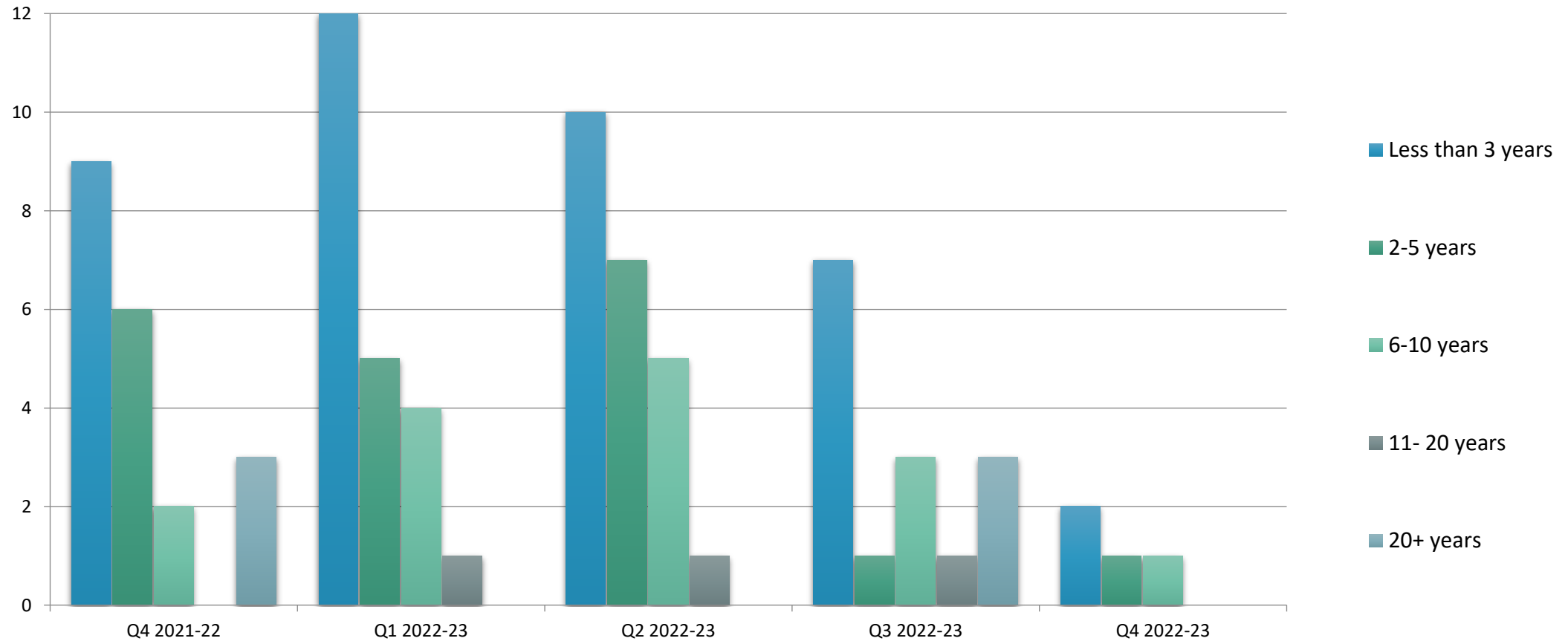
Post Pandemic

In the year following the Covid pandemic, Adult Critical Care lost 107 WTE with a 22% depletion of experienced Registered Nurses. This left us with a 40% deficit of Registered nurses across the 5 units.

CSU Overview - Registered Workforce Oct- Dec 2021



This graph is a summary of that experience of the staff members that have left



Exit Interviews

Exit interview themes throughout this period are;

- Travelling abroad
- Work life balance
- Better pay
- Own mental health
- Career Progression
- Being Moved between the different units
- Burn out- working within the Covid Pandemic
- Shift Pattern.
- Dealing with young deaths

Learning Actions

Ongoing Quarterly analysis of exit interview trends

Focused work on health and wellbeing, time out days, psychological support through, peer support, PNA and clinical psychology

Rotations across the units

Sharing outcomes of exit interviews across the CSU

Work steams looking at practices for moving people around the CSU

Stay interviews

Implemented new Family Care Nurse

Investment – we needed to take action.

Adult Critical Care in Leeds has made significant investment into a new innovative Workforce Development Senior Sister role dedicated to workforce transformation.

Areas of focus

- Quarterly workforce Analysis – focus on recruitment/ leavers/ exit interview themes
- Standardising the recruitment strategy
- Focused recruitment drives for Registered nurses and non registered staff
- Trial of Career Clinics
- Develop and engage non –registered workforce focused on role clarity and development.
- Development of Career pathway for all bands through Critical Care
- Development of workforce recruitment plan and recruitment video
- Development of new staffing models
 - ODPs
 - RNAs
 - TNAs

Recruitment

- Centralised coordinated registered nurse recruitment for all 5 critical care units.
- Focused cohort recruitment 2-3 times per year, inline with unit establishments and university training completion dates.
- Increased on-boarding engagement with candidates and building relationships with resourcing, providing weekly pipelines.
- Providing welcome letters to successful candidates with Tri team welcome, unit information and contact links for each units B7 recruitment lead.

Benefits

- New starters joining at same time benefits education programmes
- Support each other through new starter forum
- Reduction in candidates withdrawing from on boarding process
- Gives new starters feel welcome from the start of the recruitment process

Audit Carried out in July 2023 of recruitment process in Adult Critical Care

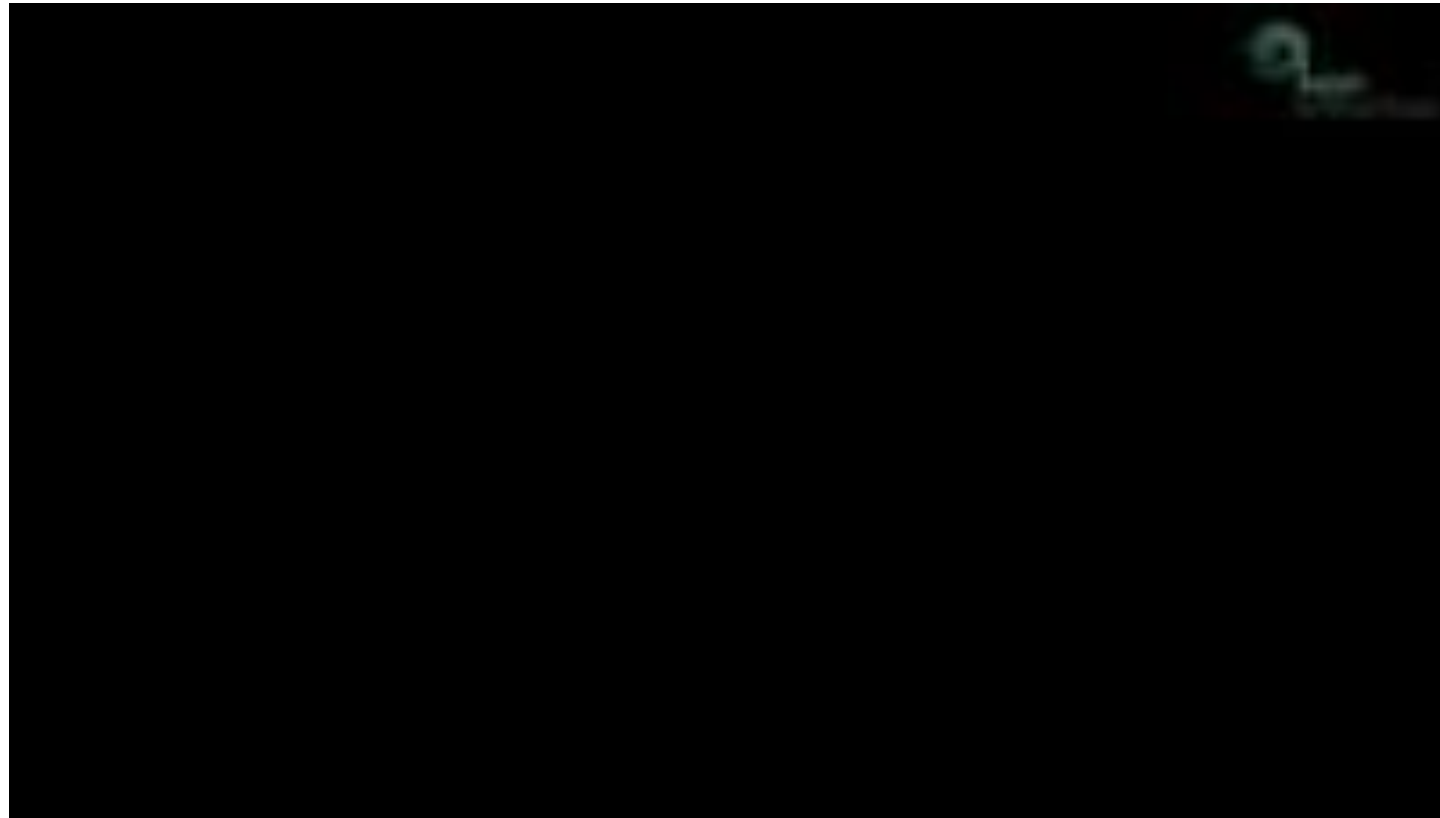
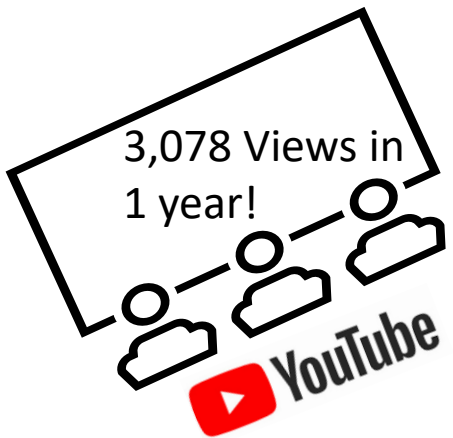
Some of the Feedback

“The recruitment process was smooth for me, communication was exceptional”

“Well organised”

“ It’s the best recruitment process I have ever been a part of”

Showcasing Adult Critical Care to New Starters



Recruitment Brochure and Social Media



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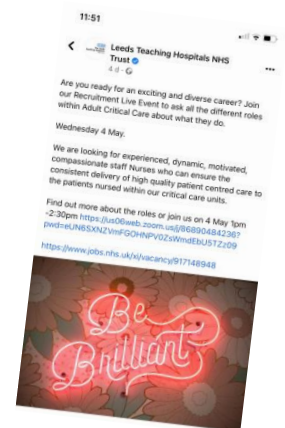
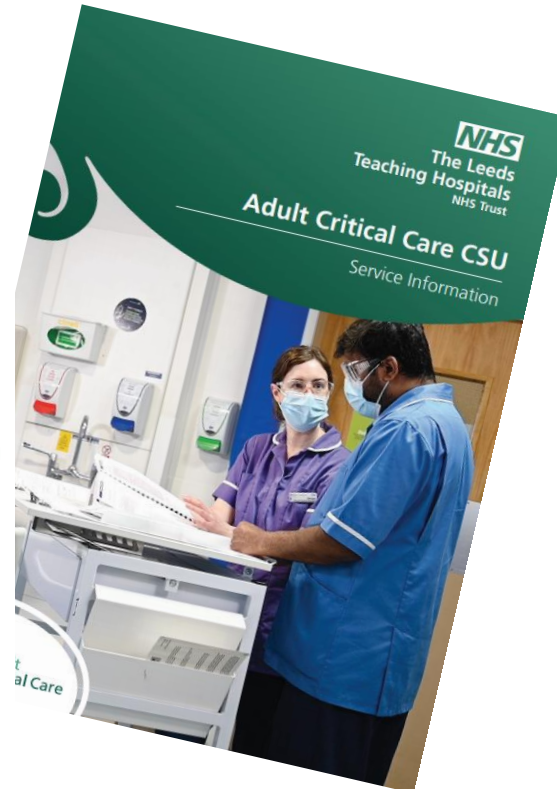


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Career Clinics



- Started as trial with non – registered workforce now open to all bands
- Giving the staff the opportunity to seek advice on the development opportunities available in Adult Critical Care
- Ad-hoc bases or pre arranged targeted sessions
 - Applications process new NHS jobs 3
 - Interview techniques
 - Development opportunities for all bands
 - Globally recruited nurses support on dependents seeking job opportunities.



Since August 2022- there has been 23 Career Clinics

Feedback

"I just want to say thank you so much for all your support, I am extremely Grateful!"

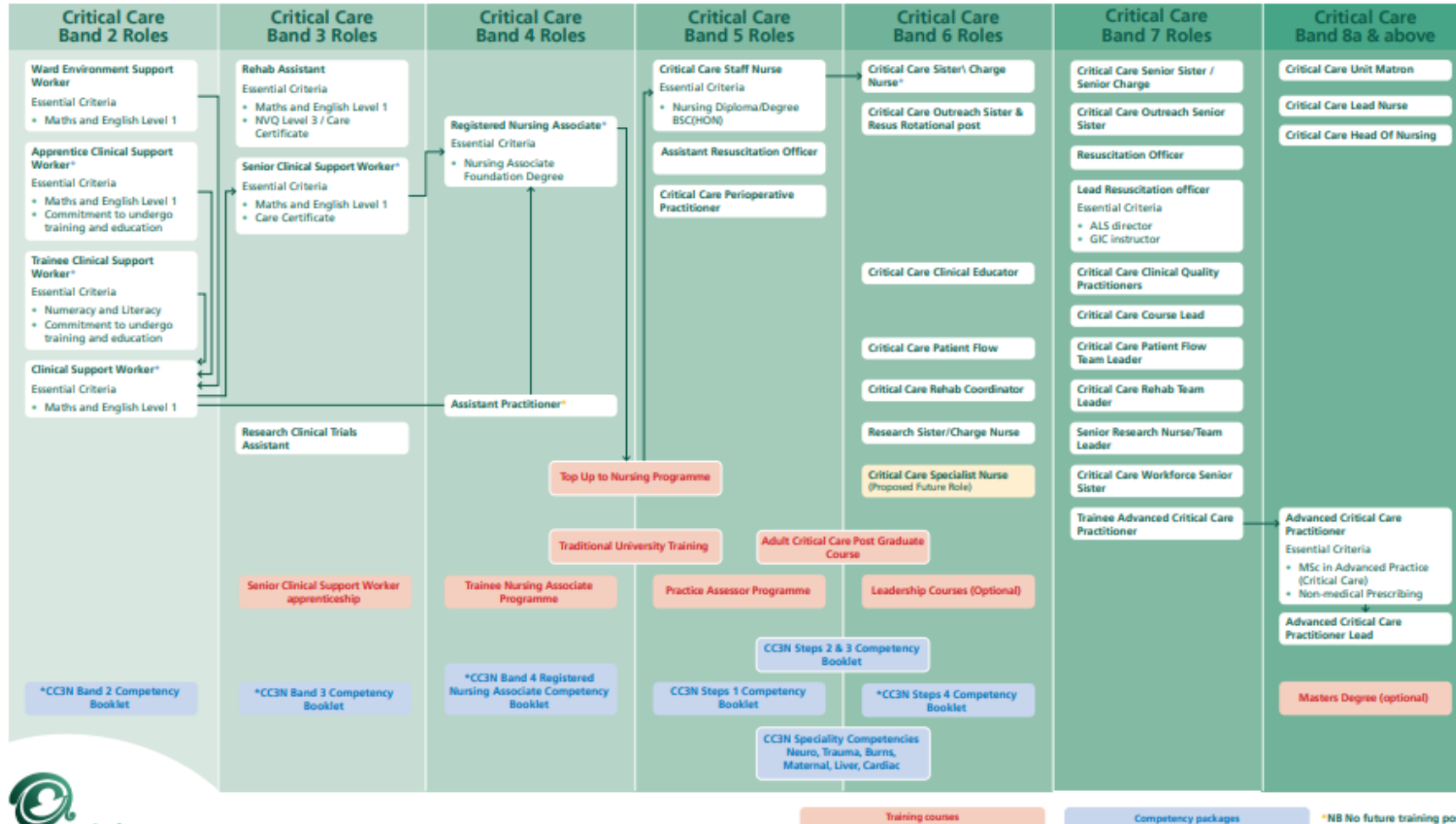
"I am so happy and excited to be taking the next step in my career. Thank you for your help and support Ruth, you have gone above and beyond to help me forge this path."

**A new pathway
For your career**



This pathway clearly gives people the vision to see they can progress from band 2 right through to Head of Nursing!

Adult Critical Care Career Pathways



If you require more advice on your career pathway within Adult Critical Care (ACC) or if you are interested in a career in ACC please contact leedsth-traccworkforce@nhs.net

Development of New Staffing Models

Operating Department Practitioner – September 2021

Registered Nursing Associate – April 2022

Trainee Nursing Associate – August 2023



Challenges

OPDs

- Unsuccessful recruitment

RNAs

- Limited role comparison nationally
- New role - Trust caution
- Role clarity in Critical Care

TNAs

- Supporting for 2 years to enable 'grow our own'
- Require role clarify for when TNA's qualify

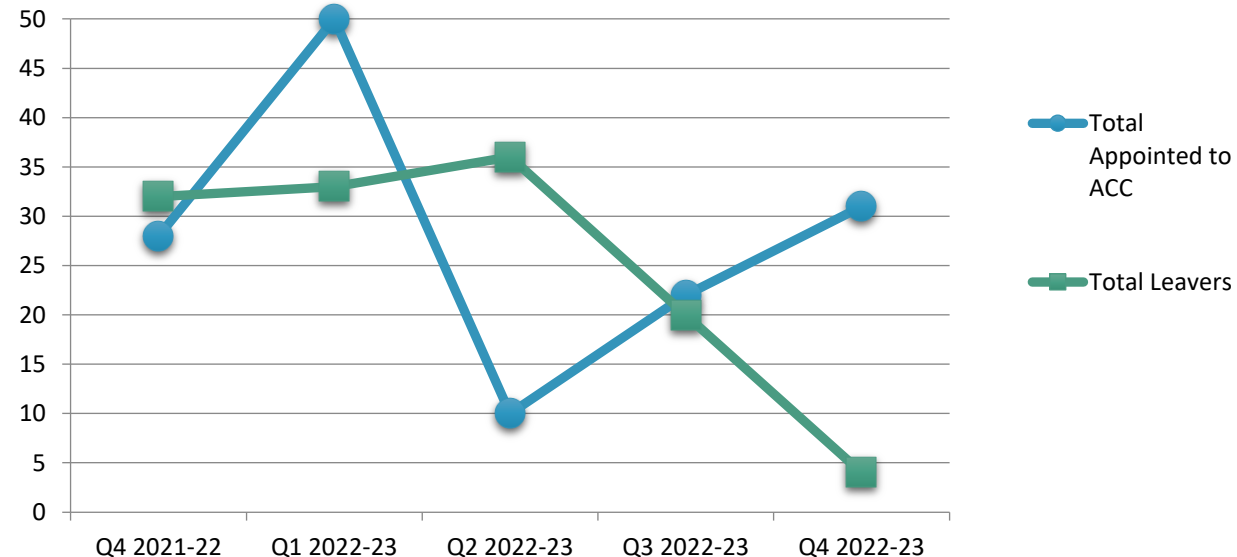
Workforce Sustainability

- Sustainability isn't easy
- With the influx of globally recruited nurses we have targeted training with inclusion and diversity at the forefront
- Staff engagement forums with more social aspects such as housing, visa applications and revalidation
- Continue Stay interviews
- Continued workforce analysis with exit interview themes
- Budget and financial constraints – adapted recruitment in line with establishments

Our position – 2023

Workforce Analysis

Quarterly workforce Analysis has now been carried out since Q4 2021-2022 providing us with an in-depth understanding into our workforce over a significant period of time. This has provided us with trends of an ever changing workforce.



Conclusion

The aftermath of Covid left a depleted workforce in Adult Critical Care at Leeds Teaching Hospital.

We have proven that by implementing strategies to improve staff recruitment, retention and development there is possibility of restoring safe staffing levels to maintain the national staffing model. This strategy has resulted in an improvement of nursing workforce from 60% to 88% (294WTE - 419 WTE)

We now are focusing on ways of transforming our workforce with retention strategies such as

- Stay interviews
- Expanding career clinics
- Career development opportunities within ACC.

And

We recommend that everyone should have a dedicated workforce development role 😊



Thank you for Listening

Any Questions?

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