



**The Northern Ireland Practice and Education
Council for Nursing and Midwifery**

**Career Pathway for Senior Nurse Leads in
Hospitals at Nights and Weekends**

Regional Task and Finish Group

Project Initiation Document

Contents	Page
1.0 Introduction	2
2.0 Background	2
3.0 Scope and Operational Definition	4
4.0 Aim and Objectives	4
5.0 Methodology Overview	5
6.0 Evaluation	5
7.0 Dissemination and Implementation	6
References	7
Appendices	8
Appendix 1: Draft Work plan	8
Appendix 2: Task and Finish Group Membership	9
Appendix 3: Draft Task and Finish Group Terms of Reference	10

1.0 INTRODUCTION

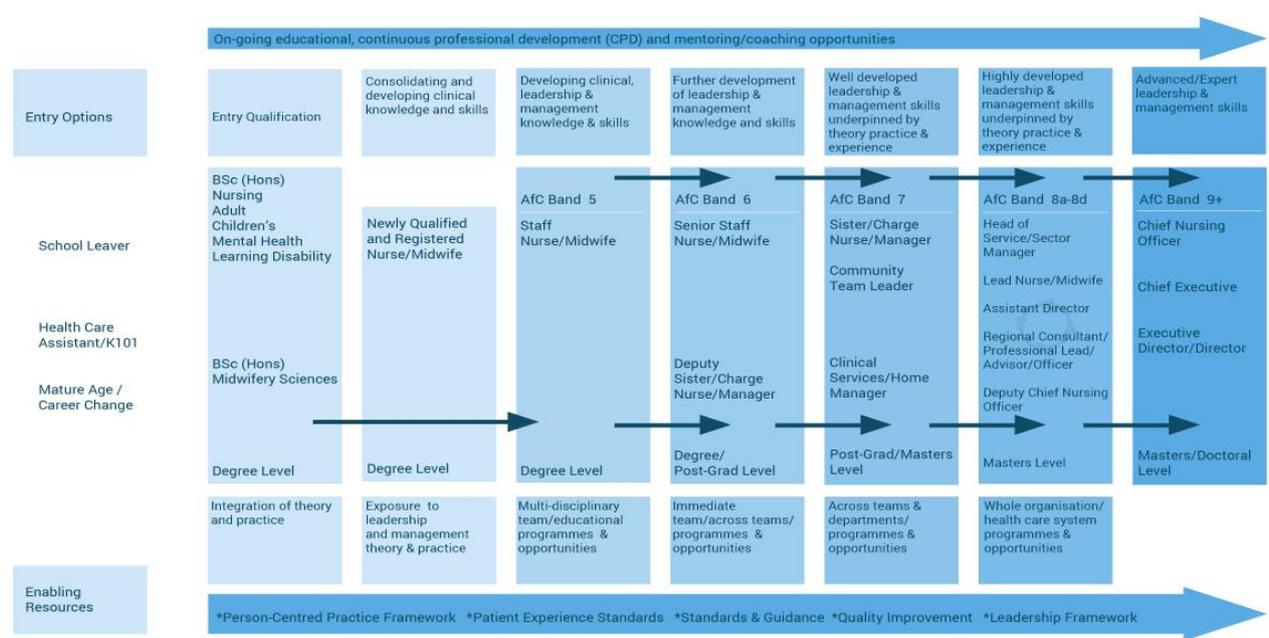
- 1.1 The Clinical Director of the HSC Safety Forum (NI) asked NIPEC to take forward a regional project to ensure career pathways exist for nurses to prepare to take on the key roles of Senior Nurse Leads in hospitals at nights and weekends.
- 1.2 This paper presents the proposed project plan, including the aim and objectives, methodology, resources and evaluation to support a regional approach to the progression of this work.
- 1.3 This will assist the HSC Safety Forum (NI) in supporting actions to address Recommendations 1 and 11 contained within the Regulation and Quality Improvement Authority Report on the *Review of Hospitals at Night and Weekends* (RQIA; 2013).

2.0 BACKGROUND

- 2.1 Whilst health and social care services continue to be delivered to the highest standards across a system supported by a highly skilled and motivated workforce, effective and safe management of patients during nights and weekends is increasingly being emphasised as a key challenge for hospitals. Indeed, there is a growing international body of research linking higher mortality rates and poorer outcomes with hospital care delivered at nights and weekends, compared to care delivered during weekdays and daytime shifts (Kostis et al, 2007; Peberly et al, 2008; Aujesky et al, 2009; Mourad & Adler, 2011; Freemantle et al, 2012).
- 2.2 During 2013, the RQIA conducted an independent review of hospitals at nights and weekends. The review team, which included senior clinicians from teaching hospitals in England and lay membership, examined a range of issues relating to the safe delivery of care in acute hospitals at nights and weekends. These included: handover arrangements, services available, nursing and medical staffing arrangements and safety. The Review report (RQIA, 2013) highlighted differences between acute hospitals in the availability of services and staffing at nights and weekends. At times, pressures to accommodate emergency admissions led to the transfer of patients between wards, and difficulties often existed in providing staff to accompany patients who required to be transferred between hospitals at night. The report made 29 recommendations, which the reviewers believe have the potential to contribute positively to the delivery of safer care at all acute hospitals across Northern Ireland.
- 2.3 In 2015, the Clinical Director of the HSC Safety Forum (NI) asked NIPEC to progress work to address Recommendation 1 within the report: “*Trusts should ensure there are career pathways for nurses to prepare to take on the key roles of Senior Nurse Leads in hospitals at nights and weekends*”.

- 2.4 In so doing, it was agreed that the work would also address Recommendation 11 within the RQIA (2013) report, in relation to nursing: *“The job titles of key roles in hospitals at nights and weekends should be standardised across hospitals to avoid confusion for staff who move between hospitals”*.
- 2.5 According to the International Council of Nurses (ICN; 2010) a Career Pathway facilitates the provision of improved health care, develops excellence in nursing and allows career advancement and remuneration for demonstrated competence, experience and education preparation at different levels within and across all fields of nursing.
- 2.6 Career pathways are important as they describe the route and approach that can be taken by someone wishing to develop their career within a given profession. A career pathway is not just about promotion or advancement to the next level. They can be both vertical and diagonal in terms of a promotion, or horizontal in terms of a sideways development move. Career pathways map out the role, knowledge, skills, experience and different levels within each setting.
- 2.7 This project is timely given that a Career Pathway for Nursing and Midwifery in Northern Ireland (NIPEC, 2015), across all sectors and settings, has recently been developed. It is therefore anticipated that the Career Pathway designed as part of this initiative for Senior Nurse Leads in hospitals at nights and weekends will be incorporated into NIPEC’s Leadership and Management Career Pathway (Figure 1):

Figure 1: Leadership and Management Career Pathway



3.0 SCOPE AND OPERATIONAL DEFINITION

- 3.1 For the purpose of this project and to ensure relevant stakeholder inclusion and engagement to meet the objectives, the characterisation of Senior Nurse Leads included in the RQIA Review (2013) will be used, as below:
- 3.2 The RQIA Review (2013) concluded that on each hospital site in Northern Ireland, there is a Senior Nurse who has a lead role in the management of the hospital. The title of this nurse differs between hospitals and could either be the night sister, the patient flow coordinator or the bed manager. The roles, however, are similar and include: nurse staffing management, coordination of patient flow, liaison with services within and outside the hospital, and responding to incidents and emergencies. In most hospitals, these nurses generally work only at nights or weekends in a single hospital. However, in some hospitals they alternate between days and nights. In the Belfast Health and Social Care Trust (Belfast Trust), patient flow coordinators rotate between the three different hospital sites, resulting in the sharing of experience between sites.
- 3.3 It was agreed that Children's Hospitals or Services and Clinical Teams providing night and weekend services, for example, critical care outreach, would not be included in the current project as these areas require a different approach. However, a consideration will be included in the final project report recommending that a Group is established to progress work to address these areas.

4.0 AIM AND OBJECTIVES

4.1 AIM

The aim of this project is to ensure career pathways exist for nurses to prepare to take on the key roles of Senior Nurse Leads in hospitals at nights and weekends and standardisation of job titles to avoid confusion for staff who move between hospitals.

4.2 OBJECTIVES

- i. Review the literature and identify existing pathways to inform this work;
- ii. Develop a role framework for Senior Nurse Leads in hospitals at nights and weekends which includes a regional job title, core components of a job description, core competencies required and a learning and development plan;
- iii. Design and agree a career pathway for Senior Nurse Leads linked to NIPEC's web-based Career Pathway for Nursing and Midwifery (pending launch September 2015);
- iv. Make recommendations about processes that regionally and within organisations support succession planning for the Senior Nurse Lead role;

- v. Develop and host a mini-website with a menu of resources on NIPEC's website relevant to the role of Senior Nurse Lead;
- vi. Recommend an approach which supports the implementation and evaluation of the products/resources within the HSC Trusts;
- vii. Submit considerations and recommendations to the Clinical Director of the HSC Safety Forum.

5.0 METHODOLOGY OVERVIEW

- 5.1 The project will be conducted between June 2015 and March 2016. Carole McKenna, NIPEC Senior Professional Officer will be the Project Lead. NIPEC will provide all administrative and IT support required during the lifetime of the project. A draft work programme designed to achieve the objectives is attached at Appendix 1.
- 5.2 NIPEC will establish and co-ordinate a Task and Finish Group, chaired by Brenda Creaney, Executive Director of Nursing and User Experience (Belfast Trust), on behalf of the five HSC Trusts' Executive Directors of Nursing. This will provide the overall direction, management and governance of the project. The Task and Finish Group will comprise representation from key stakeholders including the five HSC Trusts, and Professional/Staff Side Organisations (Appendix 2). It is anticipated that the Task and Finish Group will meet on 3 occasions during the project. Representatives from HSC Trusts on the Task and Finish Group will be responsible for setting up effective communication and consultation mechanisms, in relation to the project, within each of their respective organisations. These Trust representatives will act as conduits between the Task and Finish Group and individual Trusts' stakeholder groups, gathering views and providing feedback on the various project outputs. The first meeting of the Task and Finish Group will be held in October 2015 at which time the Terms of Reference will be agreed. A draft Terms of Reference has been included at Appendix 3.
- 5.3 The members of the Task and Finish Group will also be responsible for supporting the Project Lead to design and develop the project outputs/resources. The Task and Finish Group may agree to meet more frequently, at the request of the Chair, to take forward specific activities.
- 5.4 A final Task and Finish Group meeting will be held in March 2016 to agree the final products/resources. The Chair of the Task and Finish Group will present these with a Final Report to the Clinical Director of the HSC Safety Forum at the end of March 2016.

6.0 EVALUATION

- 6.1 The project will be evaluated and monitored on an on-going basis throughout its duration, evidenced via an audit trail of the notes of the Task and Finish Group

meetings and a Final Report. An evaluation of the project management processes employed will be conducted by NIPEC.

7.0 DISSEMINATION AND IMPLEMENTATION

- 7.1 Communication and consultation processes will be on-going throughout the project, using various mechanisms. The Project Lead will provide feedback to the Task and Finish Group on behalf of the Sub-Group members. The Trust representatives on the Task and Finish Group will provide feedback in relation to the effectiveness of communication and consultation methods employed within their respective organisations.
- 7.2 The NIPEC website, SCAN and NIPEC News bulletin, along with the HSC Trusts' and other organisations' newsletters, will reflect the progress of the on-going project and encourage contribution and participation from relevant stakeholders and individuals. The Final Project Report will be published on NIPEC's website.
- 7.3 On completion of the project, a formal launch will be planned for inclusion in the DHSSPS Chief Nursing Officer's 2016 Conference or NIPEC's Annual Conference in April/May 2016 to showcase the products/resources.
- 7.4 A mini-website with a menu of products, resources and contacts will be available on an on-going basis on NIPEC's website to support the development of and succession planning for the role of Senior Nurse Leads in Hospitals at Nights and Weekends.

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TASK AND FINISH GROUP MEMBERSHIP

Organisation	Representative
BHSCT (Chair)	Brenda Creaney, Executive Director of Nursing and User Experience
NIPEC (Project Lead)	Carole McKenna, Senior Professional Officer
BHSCT	Patricia Ferguson, Patient Flow Manager Tracy Kennedy, Service Manager, Unscheduled Care AnnMarie Ward, Hospital at Night Coordinator
SHSCT	Patricia Loughan, Lead for Patient Flow Mary Burke, Head Of Medicine And Unscheduled Care Chris McCavana, (title tbc)
WHSCT	Raymond Jackson, Nursing Services Manager for Unscheduled Care Mark Gillespie, Assistant Director Unscheduled Care
SEHSCT	Sheila Dawson, Emergency Care Reform Manager Raymond Gray, Clinical Co-ordinator - Medical Specialities Ruth Watson, Clinical Manager - Medical Specialities Clinical Manager - ED (3 sites) + MAU (Ulster) +H@N Barbara McDowell-Anderson, Clinical Manager - Medical Specialities
NHSCT	Helen McClurg, General Manager Patient Pathway
HR	Elizabeth Brownlees, Assistant Director of HR, NHSCT
RCN	Annemarie O'Neill, Night Sister, NHSCT Garrett Martin, Deputy Director
Regional Trade Union	Maura McKenna
UNITE	Kevin McAdams
UNISON	Marion Ritchie Fiona Jess

SENIOR NURSE LEADS IN HOSPITALS AT NIGHTS AND WEEKENDS

TASK AND FINISH GROUP

DRAFT TERMS OF REFERENCE

Purpose:

The Task and Finish Group has been established to progress work to address Recommendation 1 with the RQIA Review Report (2013): “*ensure there are career pathways for nurses to prepare to take on the key roles of Senior Nurse Leads in hospitals at nights and weekends*” and Recommendation 11 in relation to nursing: “*The job titles of key roles in hospitals at nights and weekends should be standardised across hospitals to avoid confusion for staff who move between hospitals*”.

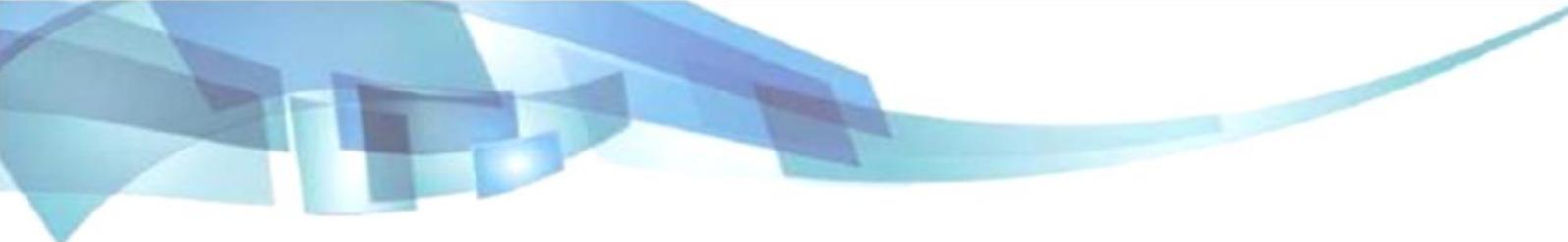
Key Role:

To achieve this purpose, the Task and Finish Group (see Appendix 2 membership) will function within the following terms of reference:

1. Produce a work plan and agree processes and timescales for delivery of project outputs.
2. Oversee the progress of the project to ensure delivery of project work plan.
3. Ensure effective communication and engagement with key stakeholders including dissemination of information relevant to the project within each of the participating organisations.
4. Submit considerations and recommendations to the Clinical Director of the HSC Safety Forum.

Membership:

- Members of the Group are representing their Trust’s Executive Director of Nursing or Professional and/or Trade Union Forums and are responsible for obtaining and sharing information with their relevant Forums.
- The Group will aim to complete its work in 4 meetings between October 2015 and March 2016.
- A quorum of 50% of members must be present for a Group meeting to proceed.
- Membership of the Group is non-transferrable except in exceptional circumstances and with prior agreement of the Chair.



For further Information, please contact

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