



ISSUE 07 | WINTER 2018

QUALITY MATTERS

Safety and quality briefing

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Welcome

to our seventh edition of Quality Matters in which we explore current topics in nursing and healthcare.

As the NHS moves into another very busy winter period and possibly experiences similar pressures to those we saw last winter, in this edition of Quality Matters, we want to focus on important building blocks to support you as a bank member. Work planning for this winter in our client Trusts started earlier than in previous years and plans for managing winter pressures now seem to be the norm across the NHS.

With the demands and challenges of 'winter pressures' comes the need to be resilient and work through problems and issues that may arise. Our article on resilience is both about pre-emptive wellbeing strategies - what you can do before 'the heat is on' - but also about how you keep connected to others who may offer support, insight or provide a different, perhaps more creative way of doing things. This kind of 'real time' learning and development is crucial but needs some 'time out' - even if for just three minutes!

As healthcare workers we all maintain our responsibility for high quality, safe care though the teams we work in and being flexible in responding to patient need in today's fast paced modern healthcare.

We know that most of our bank members will readily move to a different clinical area in such circumstances, recognising patient need as the priority. You will also recognise that, as a temporary member of the team, you are frequently the most appropriate person to move to another area and our article on being flexible provides insight into how important this is during the busy winter period.

Quality Matters is designed to give you a regular briefing on clinical governance, quality and safety issues. Information that we hope will help you as a true professional. We think Quality Matters should contain information that you 'need to know' rather than is just 'nice to know'. If there is something, we need to know so we can improve how we brief you on quality and safety, then contact us at: clinical.governance@nhsprofessionals.nhs.uk

I hope you enjoy reading this edition of Quality Matters and look forward to receiving your feedback.

Karen Barraclough
Chief Nurse/Head of Governance

We think Quality Matters should contain information that you 'need to know' rather than just 'nice to know'

Speak up

When a concern feels serious because it might affect patients or people receiving care, colleagues or your whole organisation, it can be difficult to know what to do. You may feel that raising the matter would be disloyal to colleagues, to managers or to your organisation.

However, everyone working in healthcare has a duty to follow their professional code of conduct and put patients and the people they care for first and protect their safety.

We would always encourage you to try to resolve any concern you have within your organisation first. If you do not feel confident raising this with your Trust alone then you can seek support from your local NHS Professionals' team who can help you do this.

What types of concerns can I raise?

You can raise a concern about risk, malpractice or wrongdoing you think is harming the service your organisation delivers. Examples of a concern which NHS England can investigate include:

- Concerns about unsafe patient care;
- Poor clinical practice or other malpractice which may harm patients;
- Failure to safeguard patients;
- Maladministration of medications;
- Untrained staff;
- Unsafe working conditions;
- Lack of policies;
- A bullying culture;
- Staff who are unwell or stressed and not seeking help.

Advice and support

If you feel that speaking to the Trust or to NHSP about your concerns are not suitable, you can also contact the NHS Whistleblowing Helpline for NHS staff.

The Whistleblowing Helpline is a free-phone service for employees, and organisations working within the NHS and social care sector.

NHS Whistleblowing Helpline

Telephone: **08000 724 725**
Web: www.wbhelpline.org.uk
Email: enquiries@wbhelpline.org.uk

Building your resilience this winter

Resilience is a vital characteristic for nurses and midwives, especially when we find ourselves working in increasingly busy and stressful environments over the winter months, but what exactly is resilience?

Resilience is the ability to face and recuperate quickly from difficult situations, remain optimistic and stay focused.

Working in care is understandably an emotionally demanding role. On an everyday basis nurses and midwives deal with patients and their families during some of their most challenging and vulnerable times. Often feeling the same emotions that the patients are dealing with.

While we support them through their pain, fear, loss, celebration and excitement our emotions can often take a back burner, in order to carry out our roles and 'get the job done'.

The emotionally charged and stressful situations we face can ultimately lead to a nurse or midwife feeling "burnt out", can cause anxiety, depression and other stress related illnesses which in turn lead to a rise in the amount of sickness related absence and poor staff retention within the NHS.

In an already difficult period we want to encourage you, our workforce to help yourselves, by building your resilience, so we can approach the winter pressures together; stronger and more prepared.

So, what can you do to build your resilience during the winter period? We have compiled some hints and tips to get you through the added pressures that this season brings.



It's ok to not be ok!

Nurses and midwives are not robots and every single one of us will have a day that is difficult to deal with for one reason or another. The most important thing to do is share how you're feeling so together we can take steps to avoid it getting too much.

Talk to your colleagues – who better to understand the job you do and the challenges you face than your colleagues? It's important to talk to the people you feel comfortable with whether that be a close work friend, or a ward manager. A problem shared, is a problem halved and getting the perspective of someone who shares the same environment as you will help.

Take the time to reflect – if you've had a difficult shift take the time to reflect why it was difficult – don't ignore it! Feel emotion, learn from it and move on!

Acceptance – an important part of building resilience in the nursing profession is to accept that there are just some situations that are out of your control.

Glass half full – be optimistic that tomorrow will be a better day and that your efforts are making a real difference to your patients and the Trust you work in.

Laughter is the best medicine – find the fun and laughter in situations inside, and outside of work.

Enjoy your life outside of work – really take the time to enjoy your down time. Spend time with friends, go somewhere new with the family, or just take a bit of 'me' time. It's the little things that count!

Focus on being flexible – variety is the spice of life and by switching up your routine you can avoid that stuck in a rut feeling.

Give yourself a treat every day and take the time to really enjoy it - if that means eating chocolate, then go for it – in moderation, of course!

Get enough sleep – the saying 'things will look better in the morning' is true. Having a good night's sleep will leave you feeling refreshed and may help you to put things in to perspective.

Get moving – exercise gives you time to reflect on certain situations, relieve stress, re-focus, and will release endorphins that will help you to see things in a different light.



"Every patient, nurse and care facility are different, so providing the right nursing care for patients is not simply a matter of applying standard nurse to patient ratios. The skill of the nurse, the complexity of the patient's needs, and the physical environment of care will all influence nursing requirements".
www.rcn.org.uk

Being flexible and professional

Occasionally flexible workers may be required to move to a different ward/area than the one they were originally assigned.

With winter pressures in the NHS well underway, this article takes you through the most frequently asked questions (FAQs) around this topic and the principles through which NHS Professionals (NHSP) maintains the highest professional practice.

How flexible should a bank member be?

When you choose to work a shift or assignment, the arrangement between the Trust and NHSP is that you will then work that particular shift or assignment.

As you will know, trusts have to manage an ever-changing set of demands to deliver services that are consistently safe and of high quality. Sometimes to meet clinical needs and where demand is most, the Trust will make short term, highly responsive decisions. This may mean that a bank member will be required to move to a different ward/area than the one they were originally assigned to meet pressing patient needs – being flexible.

The NHS Professionals Code of Behaviour for bank members puts it this way – *"Move to a different area during your assignment if asked to do so by the Trust due to patient need, making the Trust aware if you are concerned that you may not be competent to work in the new area."*

Workers who refuse to move, against the best interests of patients, are likely to be in breach of the NHS Professionals Code of Behaviour. This means that they are potentially subject to disciplinary action. Where the bank member is a registrant of a professional regulatory body, such as the Nursing and Midwifery Council (NMC), it is likely that a refusal to act in the patients' best interests will also be a breach of the professional code of that body. NHSP may then consider making a referral to the appropriate body for a breach of professional conduct.

However, most of our bank members will readily move to a different clinical area in such circumstances, recognising patient need as the priority. They will also recognise that, as a temporary member of the team, they are frequently the most appropriate person to move to another area.

What if there is a change requested due to non-direct patient care reasons?

Where a booked assignment reasonably involves movement to other areas for short periods such as providing cover for meal or other breaks, or where the bank member escorts a patient to another department for tests or treatment - then NHS Professionals supports this and expects its bank members to undertake such moves as part of the assignment.

What are the Trusts' responsibilities?

The Trust should establish whether the bank member has the appropriate skills and training to work in the different area and to undertake the new role competently. If this is not the case, then the Trust is expected to provide the necessary supervision and support during the assignment.

In the first instance the bank member should discuss with the nurse in charge if they have any concerns about their competency to work in the new area. Equally, if the bank member has not worked in the area before, then a full induction should be requested at the earliest possible opportunity. It is important to remember that if the bank member is moved to a new area where a handover has already taken place, then they must request a handover from the nurse in charge.

NHS Professionals recommends that whoever is making the request for a bank member to move should also check with NHSP and the bank member concerned, to see if they are not excluded from a specific area for any particular reason.

What is NHS Professionals position and role in this?

It's important to know that NHSP does not consider it acceptable for a trust to knowingly book an extra bank member to an area, having the intention of asking that bank member to then move to another area.

There are areas for assignments which are sometimes known to be difficult to fill or are unpopular due to location and so on. NHS Professionals monitors this in its ongoing liaison with Trusts and raises it as an issue if any pattern begins to emerge.

NHS Professionals will always look at each case individually and examine the merits of both the request and any refusal. It has also prepared a position statement in order to clarify its view which incorporates the information here and is made available to all Trusts.

If a bank member is asked to move to a different clinical area for the majority of the period for which the bank member was engaged, then NHS Professionals considers this to be a change of assignment. If the assignment is changed in this way, the NHS Professionals Service Centre must be informed and the bank member's eTimesheet amended and authorised appropriately to delays in processing and payment.

What if flexible means moving to a different site/location?

A trust must be reasonable in its approach to moving an assignment to a different location. For example, community and mental health services are usually spread over wide geographical areas so there may well be occasions where a bank member is asked to go to a different site. It is expected that the Trust will only make such a request for transfer within a reasonable travelling distance, and that transport to the new site will be provided.

What if a bank member refuses to move to another area or site?

Where a bank member refuses to move to a different site for reasons such as; having to travel an unreasonable distance, not being provided with transport or that going to work at another site would have a negative impact on their carer or dependent responsibilities - then that case will be managed by NHSP on an individual basis.

How to survive a night shift

Night shifts are a necessary part of healthcare. In any hospital or inpatient facility, activity slows at night, but nursing care continues around the clock therefore it can be difficult to remain alert and focused while your body is adjusting to the new schedule.

NHS Professionals takes both the wellbeing of its bank members and the safety of services to patients very seriously.

The key to not just surviving but thriving on the night shift is to get adequate rest. Sleeping well during the day is essential.
CNA Plus Academy

Whether you are a night owl or a morning lark, changes to your normal sleep pattern can be tough because your body is naturally programmed to be awake during the day and asleep at night.

Top Tips on how to survive a night shift

- 1. Nap.** Take a 30 minute nap before your shift begins and, if possible, try to get in a 10-20 minute nap during your break. Short periods of rest will help keep your energy high but be sure not to sleep too long or you'll risk making yourself groggy.
- 2. Eat small portions throughout the shift -** Instead of eating a giant meal right before your 12 hours on the ward, pack healthy snacks to eat throughout the night. Eating small snacks throughout your working "night" will help keep your energy up. Avoid fried, spicy or processed food as these are harder to digest and can leave you feeling lethargic. Instead, fill up on fruit, veg and slow release carbohydrates such as potatoes or pasta.
- 3. Limit your caffeine** – Having a caffeinated drink before you begin your shift or earlier on into the night can give you a much-needed boost and help you to stay alert and awake. However, avoid drinking coffee, tea or fizzy drinks that contain caffeine later on in your shift, as they can make it difficult for you to fall asleep when you get home – thereby interrupting your sleep cycle.
- 4. Stay hydrated** – Dehydration can leave you feeling fatigued because it affects the flow of oxygen to the brain and results in your heart having to work harder to then pump the oxygen around your body. This leaves you feeling more tired and a lot less alert. Drinking plenty of water throughout your shift will help you keep alert and energised.
- 5. Keep busy** – While night shifts can typically be slower, Keeping your body moving will keep your blood flowing and mind awake. Try not clock-watch, as this can increase fatigue and make the night feel longer.
- 6. Talk with your co-workers** – Who better to get you through your night shift than fellow night shifters? Not only will this help break up the shift and help keep you alert, but it's also a great way to share your knowledge and tips for surviving a night shift. get tips for survival from night veterans and share some of your own too! Remember you're all in this together and part of the NHS family!
- 7. Sleep well** – In order to function properly after a night shift, you ideally need 7 to 9 hours of sleep. Try and set aside this time during the day to help with your recovery. Put your phone on silent, draw the curtains to make the room as dark and as quiet as possible to mimic night-time, and have a quick drink and snack before you hit the sack.

NB: It is worth noting that both NHSP and client trusts designate sleeping on duty as gross misconduct - with many trusts dismissing staff at the first recorded incidence. Sometimes specific areas of nursing bring their own demands in terms of vigilance around tiredness and fatigue. For example - undertaking the close observation of a patient.





Tiredness when undertaking 'close observations'

Sometimes specific areas of nursing bring their own demands in terms of vigilance around tiredness and fatigue. For example, undertaking the close observation of a patient. Here are some of the things you might consider to help you remain an engaged and alert professional undertaking this form of nursing:

- Make sure that you receive an adequate handover and are fully aware of what is required of you
- Discuss arrangements for rotating staff and taking a break during close observation shifts
- Familiarise yourself with the Trust observation policy
- Make sure that the area is adequately lit - discuss this with the nurse in charge so that patient requirements can also be taken into consideration
- Unless required for patient comfort do not pull the curtains around the bed or close the door of the patient's room
- If you feel tired ask a colleague to relieve you, if this is not possible inform the nurse in charge so that this can happen at the earliest opportunity
- Focus your mind on a task that can be performed whilst continuing to monitor the patient
- Remember to take your allocated breaks.

If in doubt, check your status

What you need to know about indemnity insurance?

It is now compulsory to have an 'adequate' level of indemnity insurance for all professionally registered health care professionals i.e. nurses, midwives and allied healthcare professionals, which means by law an appropriate agreement must be in place to practise and provide care.

What is indemnity cover?

Indemnity cover is there to protect a practitioner against claims of medical negligence or malpractice, and to provide legal cover if your actions, within the work place, are called in to question.

Most employed healthcare professionals will be indemnified through their employer. However, they should check what is covered by their employers' indemnity insurance to ensure that their indemnity arrangements cover their work.

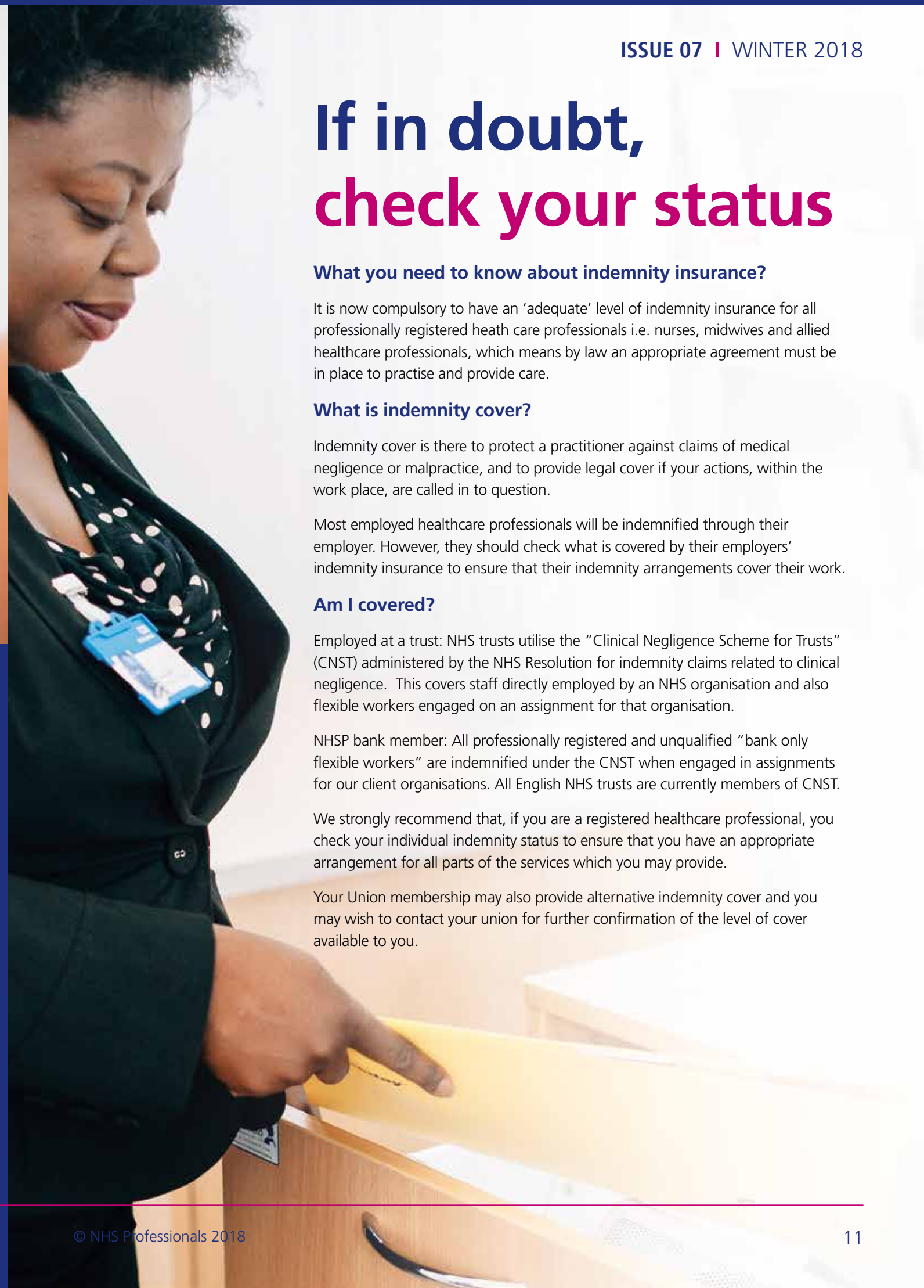
Am I covered?

Employed at a trust: NHS trusts utilise the "Clinical Negligence Scheme for Trusts" (CNST) administered by the NHS Resolution for indemnity claims related to clinical negligence. This covers staff directly employed by an NHS organisation and also flexible workers engaged on an assignment for that organisation.

NHSP bank member: All professionally registered and unqualified "bank only flexible workers" are indemnified under the CNST when engaged in assignments for our client organisations. All English NHS trusts are currently members of CNST.

We strongly recommend that, if you are a registered healthcare professional, you check your individual indemnity status to ensure that you have an appropriate arrangement for all parts of the services which you may provide.

Your Union membership may also provide alternative indemnity cover and you may wish to contact your union for further confirmation of the level of cover available to you.



11 reasons why you love the NHS

Some have had loved ones cared for by the NHS, for some it's the sense of pride and purpose that working for the NHS gives them, and for others it's working with their NHS families and the support they receive day in, and day out that makes them love the work that they do.

The NHS will always mean something different to each person, but whatever that reason is, it is your hard work that makes our NHS a great place to work.

Here are 11 reasons why some of our bank members, across a variety of staffing groups, love their NHS jobs.

You can find all our stories from our bank members on our website at:

www.nhsprofessionals.nhs.uk/Joining-NHSP/Our-NHS-our-Bank

Putting patients first

I love working for the NHS due to the flexible working system they have around my studies and family life. I love

how patients are always put first and how the staff go above and beyond to meet their needs. I love how much the nurses upon the wards encourage me through university and are always willing to give a helping hand. The NHS makes Great Britain Great.

Jessica – City Hospitals Sunderland NHS Foundation Trust

To follow in the footsteps of inspiring people

When I was growing up our neighbour use to look after me and my sisters after school some days. She filled us with stories of her time as Matron on Pickering ward at St Barts in London. Every week we use to sit with our drink and a biscuit and listen to how much she changed the lives of her patients and how it had been a major part of her adult life. She gave me an information booklet about St Barts which showed a photo of Pickering Ward as it was when she worked there. Sadly, Alma has passed away a long time ago now but her stories and the love she had for the NHS moved me to become a nurse which I have been for the past 15 years hopefully helping to change the lives of others just as Alma did at St Barts.

Caroline – George Eliot Hospital NHS Trust

The talented people

I am privileged to provide support and help thousands of people, be part of their lives and be there for them when they are most vulnerable. Working for the NHS has taught me that the smallest things can make the biggest difference to people. I work with the most amazing people and I know that no matter which area I bank in, there is a talented team people to support me, so we can provide clean, safe and personal patient centred care. Every day is different, and it has helped me grow as a person and a professional!

Maine – Salford Royal NHS Foundation Trust

Rewarding and worthwhile career

I love to help people when they are most vulnerable. I cannot think of a more rewarding or worthwhile career.

Karen – Plymouth Hospitals NHS Trust

The hard-working people

I love being part of a team that works so hard and unrelentingly for people. I'm only 5 years younger than the NHS but I never take this institution for granted. It's a gift and we should treasure it.

Lynn – Wirral University Teaching Hospital

Helping patients when they need it most

Prior to working for the NHS, I had a career in marketing, however 10 years ago my Grandad was diagnosed with stage 4 malignant melanoma which had spread to his lymph nodes and I became his full time carer. During this time, I witnessed first-hand the amazing work of the nurses, doctors, consultants and support staff at our local hospital and hospice and wanted to be part of a workforce that ensured that top level care was provided to patients in the local community. After my Grandad passed away, I decided to change career and started work at South Tyneside District Hospital. What I love best about working for the NHS is that I am part of a team of people that can help patients at a time they need it most and ensure that they receive the very best care and support they deserve - not only during their stay in hospital but also when they are discharged home.

Caroline – South Tyneside NHS Foundation Trust

Turning frowns upside down

I love working for the NHS as I get to meet so many fantastic people on a daily basis here. I am very much a people person and believe that I can make a difference by the way I treat everyone I come into contact with. A simple smile and a warm greeting can go a long way to making someone feel good, especially if they have had a tough day, or a difficult labour. I was always brought up with the saying "it takes more muscles to frown than it does to smile, so turn the frown upside down"

Stuart – University Hospital Southampton NHS Foundation Trust

Making a difference

The best feeling is when you make any positive difference to patients' lives. For me, working in a non-clinical area, even the seemingly small actions of easing the administration process or making sure their referral journey runs smoothly can be greatly appreciated at what is often a vulnerable time for many.

Geethani – South London and Maudsley NHS Foundation Trust

The NHS Family

I love working for the NHS as I think it is the most important institution we have in this country. I love helping the patients and working with my colleagues. Everyone is pulling in the same direction and it feels like one big family."

Scott – East & North Hertfordshire NHS Trust

Delivering high-quality patient care to all

I've worked for the NHS in 2 separate roles, as a health care worker and a student nurse. Working in the NHS has allowed me to see both children and adults come to hospital, sometimes at their absolute worst, emotionally and physically, to within days or weeks leave looking and feeling better and grateful. I have recently been to a third world country looking at their health care system, which has made me even more appreciative of what the NHS offers us as workers and as patients. We don't truly know how lucky we are to have the NHS.

Emily - Alder Hey Children's NHS Foundation trust

Providing health and wellbeing to the local community

It is my way of contributing to the health and wellbeing of my local community which is one of the most deprived in the UK

Nicola – The Pennine Acute Hospital NHS Foundation Trust

National Early Warning Score (NEWS) 2

National Early Warning Signs (NEWS) is a well validated track-and-trigger early warning score system that is used to identify and respond to patients at risk of deteriorating and is a key element of patient safety and improving patient outcomes.

Since its initial launch in 2012, NEWS has seen widespread uptake across the NHS, and over 122,000 NHS staff have completed online competency training in the use of the NEWS.

Following the evaluation of NEWS, the scoring chart has been updated (to NEWS2) as follows:

- 1. recording of physiological parameters has been reordered to align with the Resuscitation Council (UK) A,B,C,D,E sequence
- 2. ranges for the boundaries of each parameter score are now shown on the chart
- 3. chart has a dedicated section (SpO2 Scale 2) for use in patients with hypercapnic respiratory failure (usually due to COPD) who have clinically recommended oxygen saturation of 88–92%
- 4. section of the chart for recording the rate of (L/min) and method/device for supplemental oxygen delivery has been improved.

NEWS2 has now received formal endorsement from NHS England and NHS Improvement to become the early warning system for identifying acutely ill patients.

Through standardisation of NEWS we can reduce the number of patients whose conditions deteriorate whilst in hospital, and potentially save over 1800 lives a year.

Physiological parameter	3	2	1	Score 0	1	2	3
Respiration rate (per minute)	≤8		9–11	12–20		21–24	≥25
SpO ₂ Scale 1 (%)	≤91	92–93	94–95	≥96			
SpO ₂ Scale 2 (%)	≤83	84–85	86–87	88–92 ≥93 on air	93–94 on oxygen	95–96 on oxygen	≥97 on oxygen
Air or oxygen?		Oxygen		Air			
Systolic blood pressure (mmHg)	≤90	91–100	101–110	111–219			≥220
Pulse (per minute)	≤40		41–50	51–90	91–110	111–130	≥131
Consciousness				Alert			CVPU
Temperature (°C)	≤35.0		35.1–36.0	36.1–38.0	38.1–39.0	≥39.1	

To learn more about NEWS2, please visit the Royal College of Physicians website:

www.rcplondon.ac.uk/projects/outputs/national-early-warning-score-news-2.



We have improved how you're paid.

We have now changed our payroll
cycle to **just 5 days!**



Bank Members

You now need to **release**
your timesheets by 23:59
on Sunday each week.



Ward Managers

You now need to **authorise**
your timesheets before
Sunday each week.