

NHS

**Cambridge
University Hospitals**
NHS Foundation Trust

SUPPORTING STAFF

Development & Retention in Critical Care

BRIGID WIMPRESS,
JENNIE STINT,

SENIOR SISTER John Farman Intensive Care Unit
SENIOR SISTER Trauma & Neurosciences Critical Care Unit



Background

CUH Adult Critical Care serves the local community and is a specialist regional centre with 59 beds across General ICU & Trauma ICU. We support Trauma, Neurosurgery, Transplant, Hepatology, Haematology and Specialist Surgeries

Each shift we aim to deliver patient care with a nursing establishment of:

7 RNs In Charge

52 RNs delivering bedside care

11 Healthcare Assistances

They are supported by a Critical Care Co-ordinator, Practice Development team and a MTD.

- ▶ As part of an in house Senior Sister Development Programme we were tasked with making the Trust Strategy a reality for Critical Care.

TRUST STRATEGY



Supporting our staff

Resourcing: We will invest to ensure that we are well staffed to deliver safe and high quality care

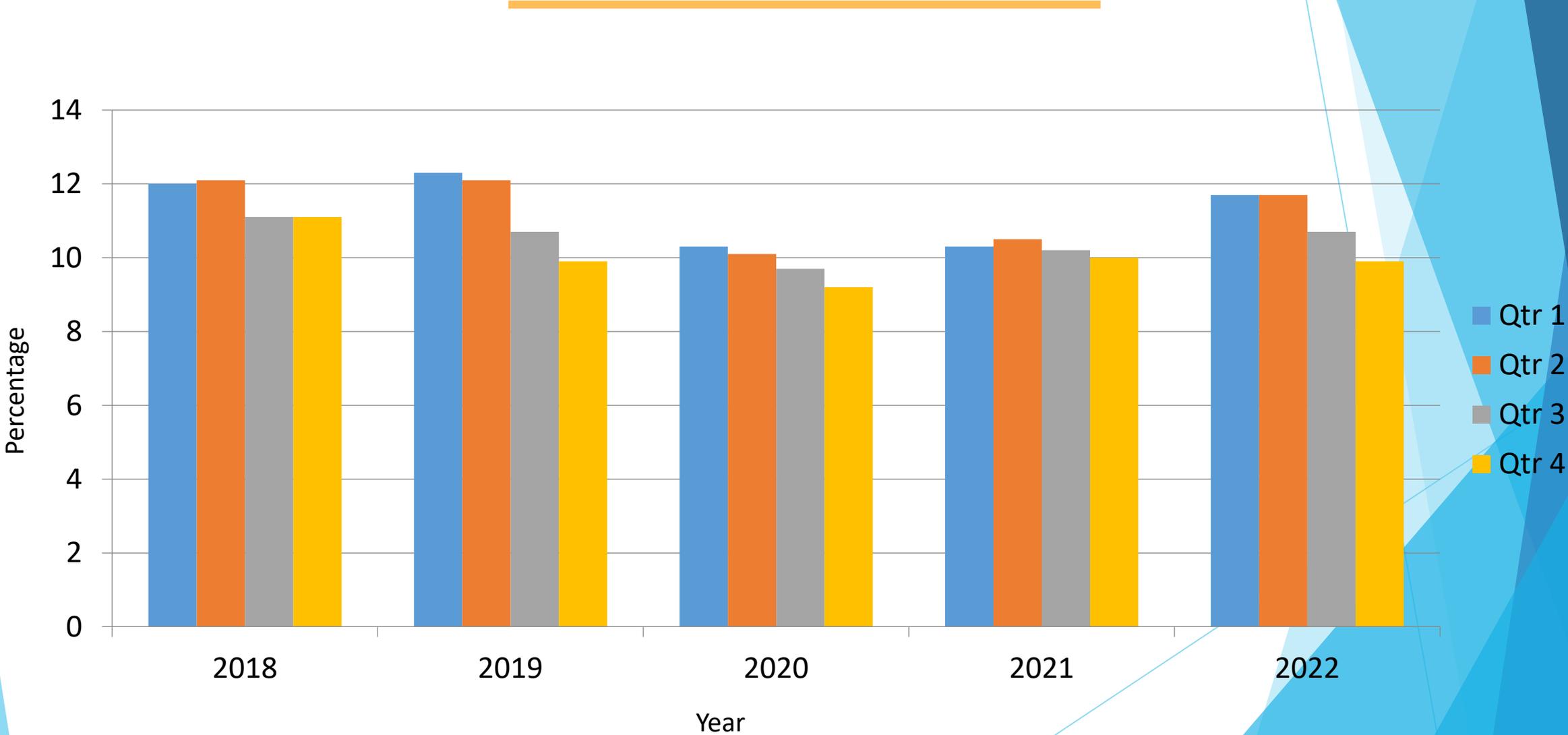
Ambition: We will invest in education, learning, development and new ways of working

Good work: We will strive to ensure that working at CUH will positively impact our health, safety and well-being

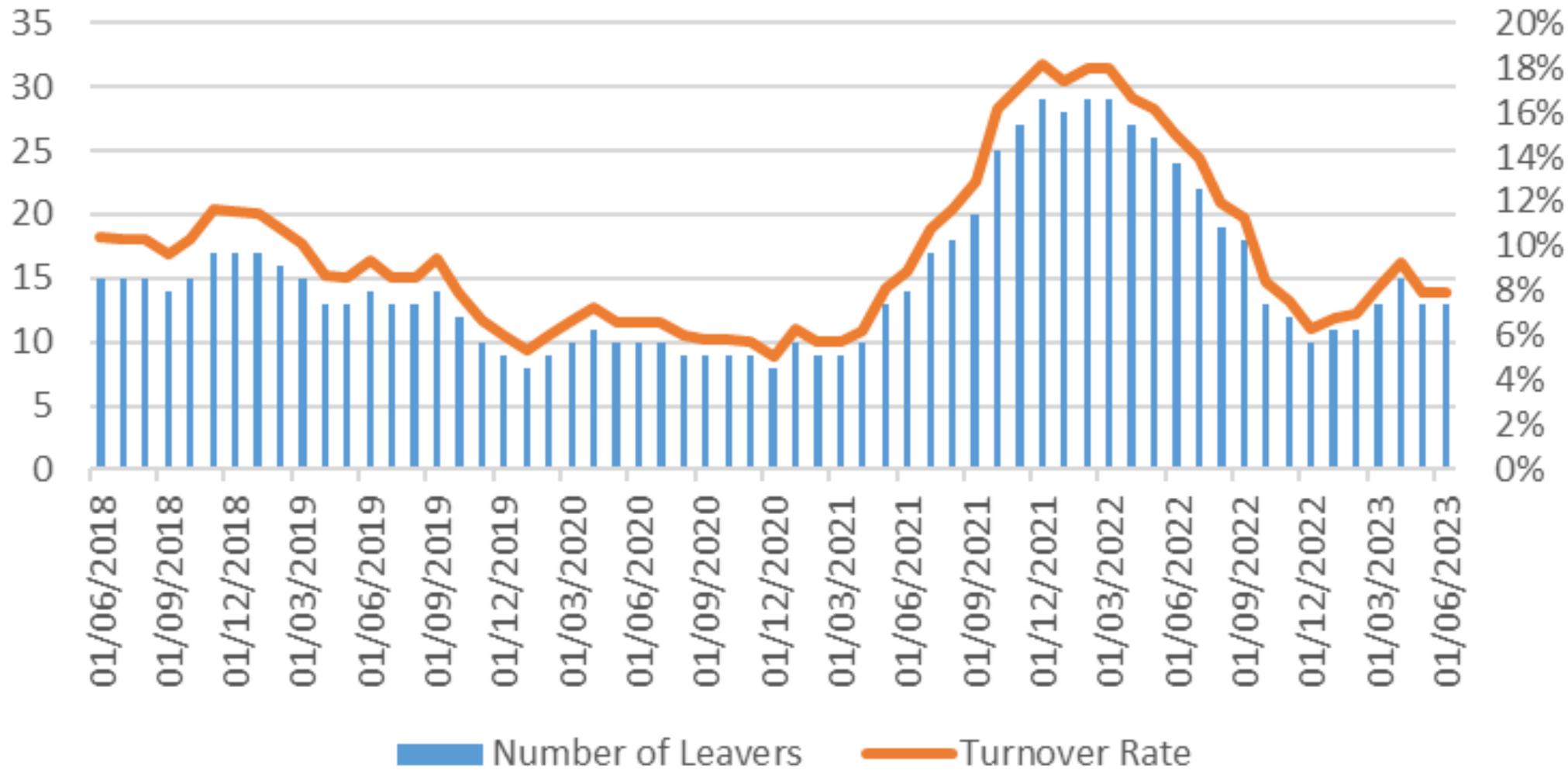
Inclusion: We will seek to drive out inequality, recognising that we are stronger when we value difference and inclusion

Relationships: We will foster compassionate and enabling working relationships

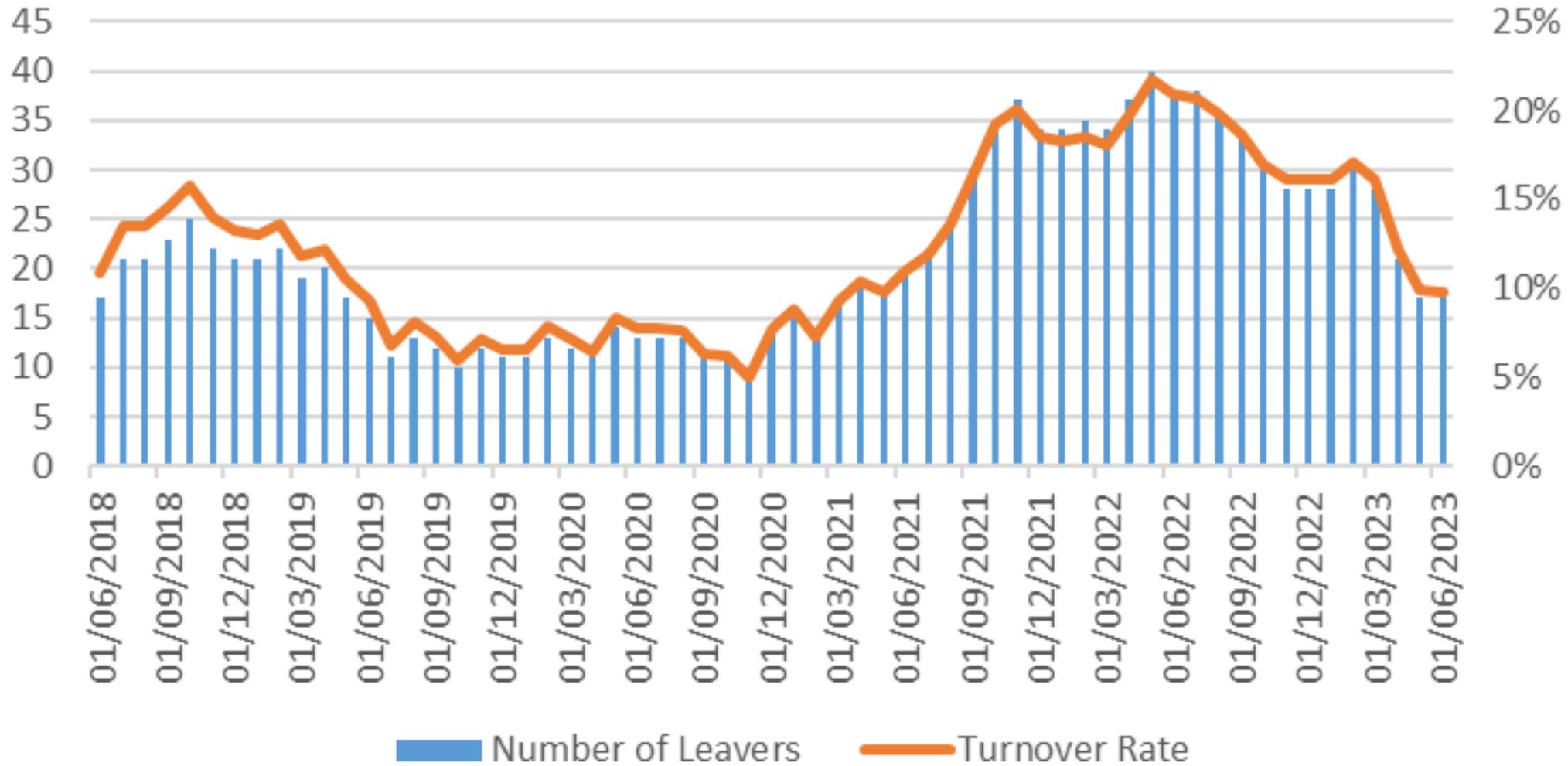
Registered Nurse Vacancy Rates in the NHS in England



JVFICU Staff Turnover rate



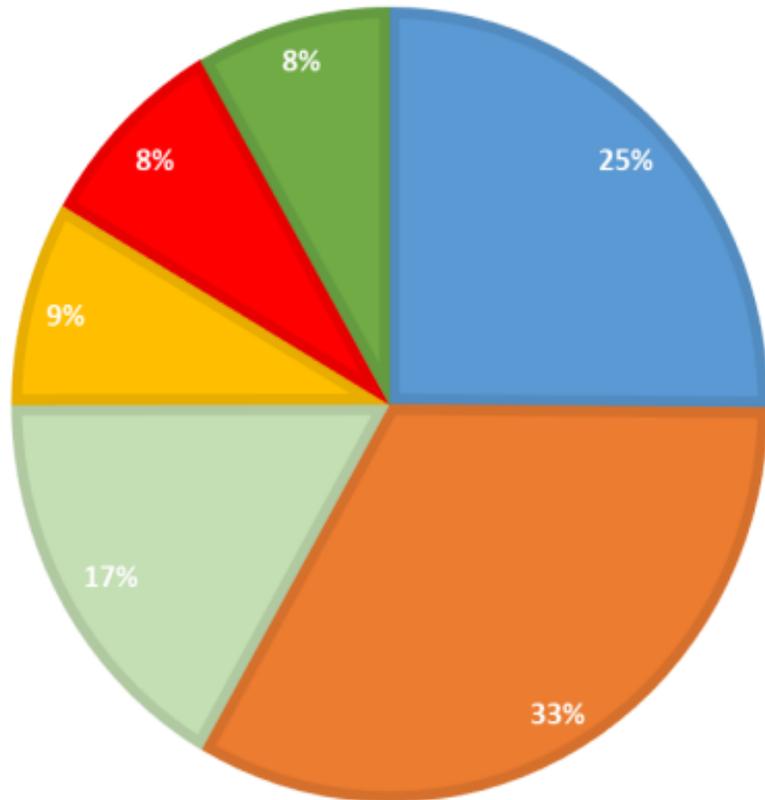
NCCU Staff Turnover Rate



Yearly comparison

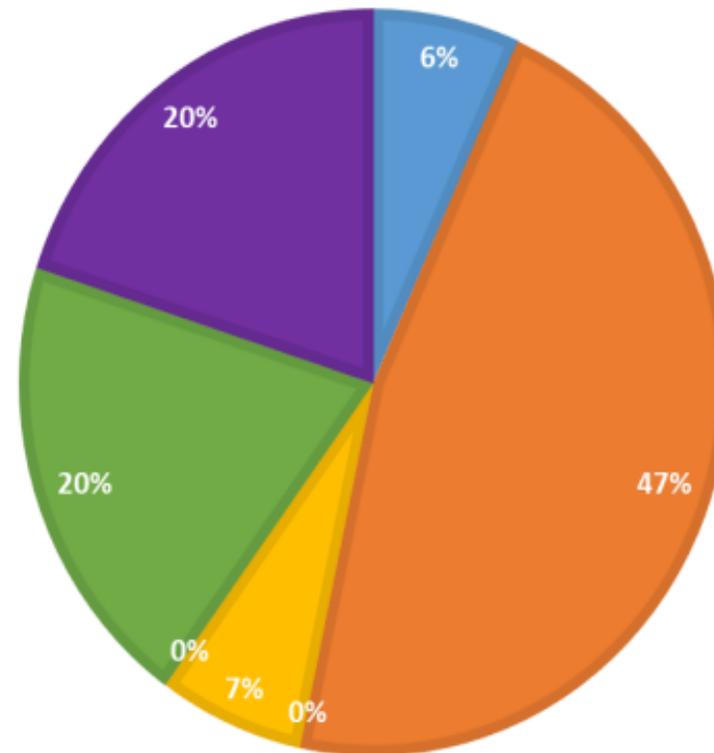
2021-2022

■ Relocation ■ Promotion ■ Private sector
■ Did not feel valued ■ Pandemic Anxiety ■ Cost of living



• 2022-2023

■ Relocation
■ Promotion
■ Private sector
■ Did not feel valued
■ Pandemic Activity
■ Cost of Living
■ Other



Ten Areas for ICU Clinicians to be Aware of to Help Retain Nurses in ICU

- Recognition, respect and value
 - Role and responsibilities of staff- give responsibility relative to qualifications and experience
 - Intellectual stimulation and professional development
 - Teaching opportunities
 - Dynamic leadership and management
 - Collaborative teamwork
 - Clinical discussion and exchange – empowerment to initiate discussion
 - Good work, life balance. Wellbeing in the workplace
 - Psychological support
 - Humane care
- Vincent, JL., Boulanger, C., van Mol, M.M.C. et al. Horsfield C, National Critical Care Nursing Workforce Survey July 2020 CC3N

Resourcing

"Investing in staff to
deliver quality care"

- Ongoing recruitment planning, rolling advert
- International recruitment
- Nationally recognised Critical Care competencies
- Academic course support to Masters level
- Nurse apprenticeship opportunities
- Access to working alongside experts in their field
- ILS Training for all band 5's and above

Ambition

"Development & career progression"

- HCA development progression
- Band 6 development programme
- All band critical care rotation opportunities
- Supporting QI projects
- Involvement in local, national and international research projects
- Access to global health partnerships
- Recognizing, nurturing and promoting staff talents

Good Work

“Invest in
staff”

- Focus on health and wellbeing
- Psychological support team
- Signposting
- Professional Nurse Advocates and restorative clinical supervision
- Access to critical care conferences
- Flexible working patterns
- Strong team working culture

Inclusion

"Equality: together,
stronger"

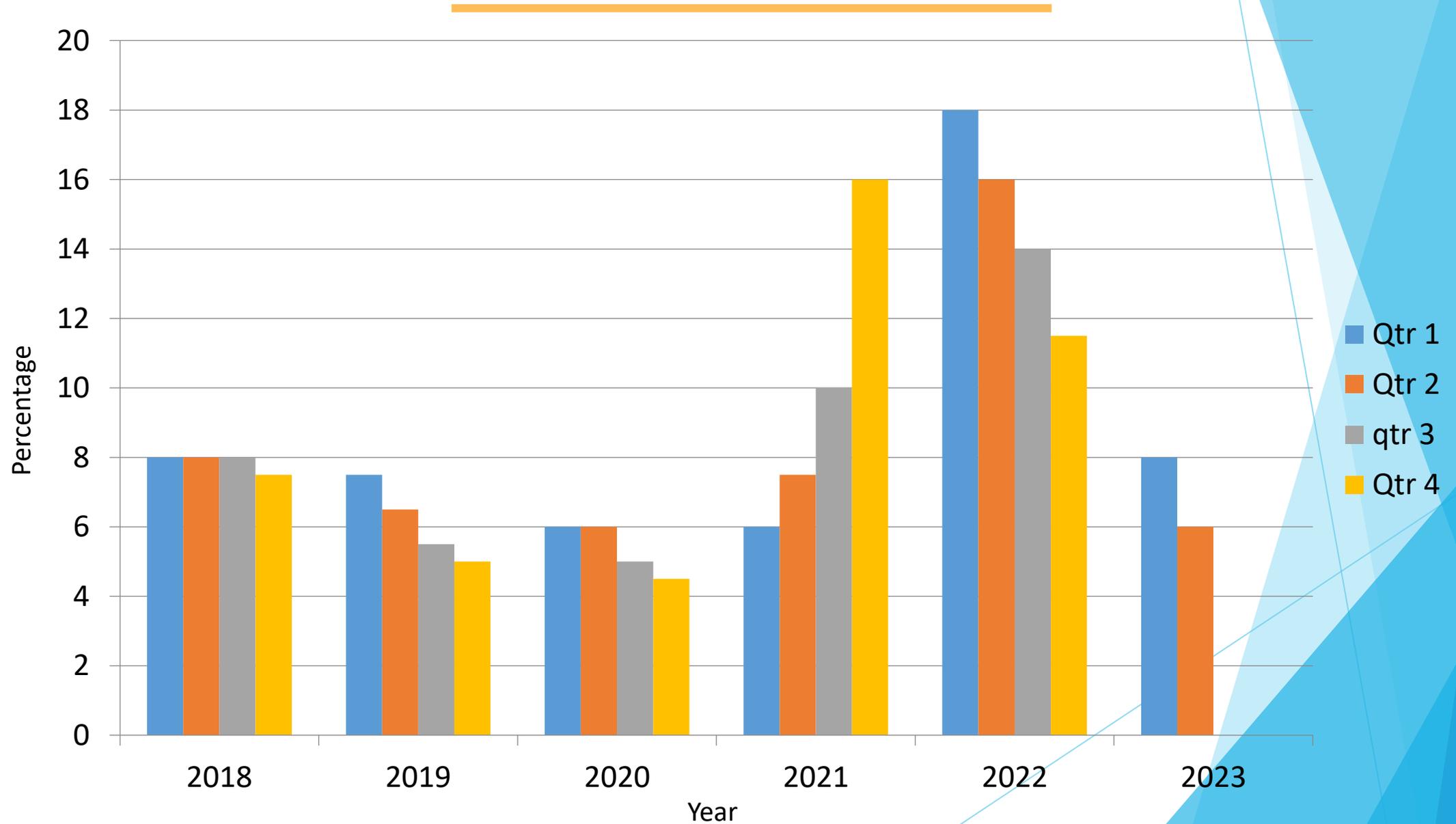
- Diverse workforce; celebrating differences
- Regular staff forums
- Listening and responding to staff feedback
- Providing safe and open environment for all
- Promoting open conversations
- Sharing and learning from experiences and differences
- Link roles

Relationships

"Compassionate working relations"

- Induction with bespoke support
- Strong team working and support
- Inter-unit working
- Valuing and respecting each other
- Encouraging an environment of kindness, respect and growth
- Supporting one another throughout shared experiences
- Accessible, kind and approachable leadership

CUH Critical Care Registered Nursing Vacancy Rates



Planning for the future

- Massimo Technology
- Additional Advanced Critical Care Practitioners
- Nursing associates
- Career Conversations
- Buddy systems
- After action reviews
- Speaking up Listeners
- Cultural intelligence training

The Courage of Compassion: Supporting Nurses and Midwives to Deliver High Quality Care

- **Autonomy** – Authority, empowerment, influence, justice, fairness, work conditions and fairness.
- **Belonging** – Team working, nurturing culture and compassionate leadership.
- **Contribution** – Workload, management, supervision, education, learning and development .

▶ West, M., Bailey, S., & Williams, E., (2020). "The courage of compassion: supporting midwives to deliver high-quality care" The Kings Fund, London, UK.

nurses and

SUPPORTING STAFF

Development & Retention in Critical Care

BRIGID WIMPRESS, SENIOR SISTER JVF ICU
JENNIE STINT, SENIOR SISTER NCCU

INTRODUCTION

CUH Adult Critical Care has 59 beds across two units, Neuro Critical Care Unit (A2 & A3) and John Farman Intensive Care Unit (D3 & D4). In addition to supporting the immediate community, we are a specialist tertiary centre for trauma, neurosurgery, transplant, hepatology, haematology and specialist surgeries. All bands are supported and encouraged by an established senior nursing team and practice development team.



GOOD WORK

"Invest in staff"

- Focus on health and wellbeing
- Psychological support team
- Signposting
- Nurse advocates and restorative clinical supervision
- Access to critical care conferences
- Flexible working patterns
- Strong team working culture
- After action reviews

RESOURCING

"Investing in staff to deliver quality care"

- Nationally recognised critical care competencies
- Academic course support
- Nurse apprenticeship opportunities
- Ongoing recruitment planning
- Access to working alongside experts in their field
- Implementation of state-of-the-art technologies in critical care

AMBITION

"Development & career progression"

- HCA development progression
- Nursing associate implementation
- Band 6 development programme
- All band critical care rotation opportunities
- Involvement in local, national and international research projects
- Access to global health partnerships
- Recognising, nurturing and promoting staff talents

INCLUSION

"Equality: together, stronger"

- Diverse workforce; celebrating differences
- Regular staff forums
- Listening and responding to staff feedback
- Providing safe and open environment for all
- Promoting open conversations
- Sharing and learning from experiences and differences

RELATIONSHIP

"Compassionate working relations"

- Induction with bespoke support
- Strong team working and support
- Inter-unit working
- Valuing and respecting each other
- Encouraging an environment of kindness, respect and growth
- Supporting one another throughout shared experiences
- Accessible, kind and approachable leadership

The background features abstract, overlapping geometric shapes in various shades of blue, ranging from light sky blue to deep navy blue. These shapes are primarily located on the left and right sides of the frame, leaving a large white central area for the text.

**Any questions?
Ideas to share**