I am writing in response to the Committee’s letter, dated 13 September 2018, asking for further information following the Health and Sport Committee’s evidence session on 11 September on the Health and Care (Staffing) (Scotland) Bill.

During the evidence session the committee heard that the Scottish Government had established a working group to review the current suite of workload tools. The Committee asked if the Scottish Government could advise:

- when the working group was established;
- the remit and membership of the working group; and
- if the working group will report before we conclude Stage 1

The working group referred to in the evidence session is the newly established Nursing and Midwifery Tool and Maintenance sub-group of the NMWWPP Steering group. This group met for the first time on 4th September 2018.

The sub-group will provide assurance to the NMWWPP steering group that existing workload tools remain contemporary by overseeing regular review and updating of existing tools, as necessary. They will also oversee the development of new workload tools, as directed by the NMWWPP steering group, and provide assurance that these new tools are contemporary and meet the needs of the service. This is in addition to the clinical working group that is established to develop each tool, however this sub-group will now have responsibility for overseeing the work of the clinical working group.
As part of their remit, the group will explore information technology systems to support application and reporting of tools effectively and efficiently and make recommendations to the NMWWPP steering group on the most appropriate way to progress. The group will also ensure that information from output of the tools and reports are robust, validated, contemporary, accessible and user friendly. The full role and remit of the group is attached in the Annex.

The working group will oversee and provide governance regarding the reviews of the existing tools that are currently in place and the development of new tools on an ongoing basis. As the group has only had an initial meeting, and is currently setting up its systems and processes for prioritisation of review of existing tools and development of new tools, it is unlikely that the sub-group will be in a position to report on review of the tools prior to the end of stage 1 of the Parliamentary process.

Throughout the lifetime of the NMWWPP all of the Nursing and Midwifery Workload Tools have been reviewed routinely as part of the ongoing work of the programme. This is done in three ways:

- Receiving feedback from users in the service who are using the tools and using this to make appropriate amendments to the tools on a six monthly cycle;
- Re-convening the clinical working group for the specialty specific tools (as done when tools are originally developed), as required and where issues have arisen. The group consists of clinicians who use the tool; programme advisors; and analysts. The group reviews the usage data and output data from the tools on a national basis, considers any policy changes in the specialty and any impact this may have had on workload, and discusses any specific issues that have arisen regarding the particular tool and potential solutions. They then decide whether amendments/adaptations are required and whether further observation studies are required to ensure the calculators behind the tools remain contemporary. These groups are typically convened every three years or so, or more often if required; and
- Extensive user acceptance testing is also done by the analytical team where any changes to tools have been made.

The committee also asked about the work being undertaken to review the SSTS platform, specifically what the timeline for implementation is.

I understand from discussions with NES that as part of their broader piece of work on Workforce Systems in NHS Scotland, led by NES and supported by NSS, they are working to procure and implement an eRostering system for NHS Scotland to cover all staff groups which will be rolled out to all NHS Boards within two years from April 2019. Further work is underway to commission a new payroll system for NHSS, and SSTS will need to be maintained at least until this work is complete. The staffing tools are currently hosted on SSTS however no part of the current system will be decommissioned until there is a replacement in place and consideration will be given to where hosting of the workforce tools is best placed in the new environment.
The committee asked for details on how the public can access information on the existing workload planning tools.

The ISD Scotland (Information Services Division Scotland) website provides the background to the NMWWPP; information about the current triangulation approach which the tools are used as part of; and detailed information about how to access the tools from the SSTS website, how to use each tool and how to access reports when the tools have been used. This information includes video clips on how to use each of the tools. This can be found at: http://www.isdscotland.org/Health-Topics/Workforce/Nursing-and-Midwifery/NMWWPP/.

This information resource and associated learning packages are also currently being reviewed.

It is important to recognise that the tools are developed for a particular purpose in a specific clinical setting and it would not be appropriate for use in clinical settings other than those they were designed for. As the tools are hosted on an NHS IT system, I recognise that this represents a challenge for the committee being able to fully understand how the tools are run. I would like to offer the Committee an opportunity to meet with NMWWPP Advisers and be given a demonstration of the tools being run.

I hope that you find this response helpful.

[Signature]

JEANE FREEMAN
ANNEX

NURSING AND MIDWIFERY WORKLOAD AND WORKFORCE PLANNING
PROGRAMME: TOOLS MAINTENANCE AND DEVELOPMENT SUB GROUP

ROLE AND REMIT

Role

The Tool Maintenance and Development Sub-Group of the NMWWPP will:

- Provide assurance to the NMWWPP steering group that existing workload tools remain contemporary by overseeing regular review and updating of existing tools, as necessary;
- Oversee the development of new workload tools, as directed by the NMWWPP steering group, and provide assurance that new tools are contemporary and meet the needs of the service;
- Explore information technology systems to support application and reporting of tools effectively and efficiently and make recommendations to the NMWWPP steering group on the most appropriate way to progress;
- Ensure that information from output of the tools and reports are robust, validated, contemporary, accessible and user friendly.

Background

The NMWWPP has been established since 2007 and has developed a suite of workload tools and a triangulation process covering 98% of nursing and midwifery service areas. NHS Boards have been mandated to utilise the NMWWPP tools and methodology since 2013. However, there is evidence of inconsistencies in practice across NHS Scotland.

The Scottish Government now intends to introduce legislation that will extend the requirements in the current mandate. This will require NHS Boards to apply the tools and methodologies and to evidence how the triangulation approach was used to determine nurse staffing levels in an open and transparent way.

The remit of the Tool Maintenance and Development Sub-Group will be to:

Provide assurance to the NMWWPP Steering Group that existing workload tools are valid and current, and that new workload tools are being prioritised to meet the requirements of NHS Scotland in preparation for safe staffing legislation; and to ensure the right information technology systems are in place to deliver the required outcomes. It will do this by:

- Providing the NMWWPP steering group with a clear understanding of the tool maintenance and development needs across NHS Scotland in relation to requirements of safe staffing legislation;
- Developing systems and processes for tracking and monitoring tool review and maintenance of all existing tools and subsequent new tool development within agreed timescales;
• Developing a workload tool maintenance and development plan which defines timescales, identifies the resource where required to meet the needs of NHS Boards across Scotland;

• Sharing of best practice and learning across NHS Scotland;

• Explore development and testing of methodologies for workload tools in health and social care settings across multi-disciplinary and multi-agency agency professional groups;

• Explore and lead the development of information technology systems to support tool application and reporting for NMWWPP;

• Ensure effective and efficient use of resources of the programme in achieving these outcomes;

• Ensure information and reports produced from output of the tools is contemporary and can support robust decision-making within the Triangulation process;

• Ensure effective reporting systems are in place to monitor systematic application of the workload tools and provide regular reports to the NMWWPP steering group ensure appropriate governance is in place for development, review and maintenance of NMWWPP workload tools.

Outputs

Members will be expected to participate in and contribute to the Tool Maintenance & Development Sub Group work plan, setting priorities and ensuring outcomes are met within agreed timescales.

Governance

The Tool Maintenance & Development Sub Group will report to and provide regular update reports to NMWWPP Steering group.

Chair

The meetings will be -chaired by Executive Nurse Director

Membership

• Membership of the group will include key representatives from a range of Health Board areas with Deputies identified committed to ensure that full representation is available at every meeting. Representatives should come from a range of backgrounds including but not exclusive to, professional leadership, operational management, clinical practice, SSTs, e-health and workforce

• Partnership

• Senior Programme Advisor

• Programme Advisor

• SG representative

• NSS Principal Information Analyst

Scottish Ministers, special advisers and the Permanent Secretary are covered by the terms of the Lobbying (Scotland) Act 2016. See www.lobbying.scot

St Andrew's House, Regent Road, Edinburgh EH1 3DG
www.gov.scot
• NHS Quality Improvement Scotland

**Secretariat**

The group will be supported by the NMWWPP Programme Support Officer.

**Meeting Schedule**

It is envisaged that the group will meet every 4-6 weeks, 10 times per year.