

## ABOUT THE SERVICE

Within Nottinghamshire University Hospitals NHS Trust, the department for Haematology is one of the UK's largest centres for treatment of clinical haematology with a specialist interest in diagnosis and treatment of all haematological malignancies. The service also spans across the East Midlands region, accepting referrals for stem cell transplantation and rare diseases. In 2017, service user activity amounted to over 51,000 patients treated or seen.

## WHY CHANGE?

Over the last decade there has been an increasing demand on the service due to a rise in population, improved life expectancy and increased survivorship due to major therapeutic advances.

The GMC trainee survey (2017) also indicated that the Trust had an overworked speciality trainee workforce, resulting in 7 red flags and 3 pink flags. Overwhelming ward and outlier work also meant speciality trainees were unable to:

- Spend time in the laboratory
- Attend tumour stream multi-disciplinary team meetings
- Fulfill some areas of the mandated curriculum

Therefore, the Trust needed to consider future workforce solutions to address the growing demand.

## THE WORKFORCE

To address the workforce challenge and maximise the potential of ST's and the wider Haematology workforce the Trust planned and implemented:

### SUPPLY:

- 2 x Trust grade posts (supporting general ward)
- 1 x Speciality Trainee from Malta (basic salary funded by Maltese government)
- 2 x Junior Clinical Fellows (Leukaemia/bone marrow and Lymphoma)
- 1 x Research Fellow (Myloema Research funded)
- Several Clinical Nurse Specialists

### UPSKILLING:

- Training and development of 2 x Haematology Advanced Practice Nurses (to support ward cover, OPD, new admissions and daycase).
- Training procedure nurses to perform bone marrow biopsies
- Creating new training opportunities for Speciality Trainees including:
  - Laboratory /diagnostics only rotation
  - Haemoglobinopathy placement
  - Increase in regional teaching days

### NEW ROLES:

- 2 x Physician Associates
- 2 x Advanced Clinical Practitioners

## THE CHALLENGE

Gaining support for the financial aspects was challenging. However, several factors made change possible:

- The department was income generating
- Haematology had lowest levels of junior doctor allocation in the trust
- Poor GMC survey
- Business cases were devised demonstrating additional income possible based on greater number of patients, expanding area of influence and clinical trial work.

## THE OUTCOMES

The co-ordinated approach of medical and non-medical professionals allowed more effective delegation of duties with increased time for senior trainees to focus on their training opportunities. The 2019 GMC training feedback returned no red flags, and one pink flag only.