

# Lessons from the frontline: the impact of redeployment during COVID-19 on nurse wellbeing, performance and retention

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<b>Registration date</b> 30/10/2020	<b>Overall study status</b> Completed	<input type="checkbox"/> Statistical analysis plan <input checked="" type="checkbox"/> Results
<b>Last Edited</b> 14/10/2024	<b>Condition category</b> Other	<input type="checkbox"/> Individual participant data

## Plain English summary of protocol

### Background and study aims

During the COVID-19 pandemic, NHS staff moved to different roles and units (redeployed) in large numbers to meet changing demands of the service. At times, this has meant that staff were working in unfamiliar environments doing unfamiliar tasks. With regard to nurses (the largest proportion of the workforce), some have been asked to work in more risky settings, while others have been pulled off patient-facing duties because they are in an 'at-risk' group. Rapid guidance was published by NHS England/Improvement on how to manage the redeployment of staff who were likely to be working outside their 'comfort zone' and how to do this while ensuring safe practice. This advice included having appropriate supervision and considering health and wellbeing. However, when planning how best to redeploy and support staff during this crisis (at national, organisational and ward level) there has been very little research evidence for senior staff to draw on. Moreover, there is no existing research on the long-term impact of different kinds of redeployment on staff outcomes: wellbeing, performance and retention. This is vital because nursing shortages are already a serious problem in the UK and so we need to know how best to support staff so that they are able to provide safe, effective and compassionate care. This programme of research addresses these gaps in knowledge. Two different work packages are planned which, together, will provide a much better understanding of how to plan for and manage redeployment of nurses and how to support them during, and in the aftermath of, a period of redeployment. This knowledge will be useful for routine service delivery, where creating a more flexible NHS workforce is now a national priority and so redeployment may become more common, as well as for planning more specifically in a pandemic or other crisis situation.

In work package 1 the aim is to examine how decisions were made in the redeployment of nursing staff, based on an ethical framework and the barriers and enablers to doing this. In work package 2 the aim is to understand how nurses made sense of redeployment and how this affected their longer-term job performance and well-being. The researchers will work with key stakeholders (e.g. Royal College of Nursing, NHS England/NHS Improvement, NHS Employers) to share learning to inform future planning of redeployment strategies for nurses during the COVID-19 pandemic and beyond.

Who can participate?

Work package 1: senior staff such as senior nurses and HR managers who were responsible for decision making about how, where and when staff were redeployed

Work package 2: nurses involved in different forms of redeployment

What does the study involve?

The study will involve working with three NHS Trusts to identify staff to take part in interviews, focus groups and surveys across both work packages. In the first work package the researchers will interview up to 11 senior staff and run one focus group involving five senior nurses in each of the three sites. In the second work package the researchers will conduct interviews and short surveys at three timepoints with up to 15 nurses from each site.

What are the possible benefits and risks of participating?

There are no known risks or benefits to participants but during data gathering some nurses may become upset when recollecting negative experiences of redeployment. Some may also benefit from taking part through having the opportunity to tell their story confidentially and reflect on the positive experience, for example, where new relationships have formed and new skills and knowledge gained.

Where is the study run from?

Bradford Teaching Hospitals NHS Foundation Trust (UK)

When is the study starting and how long is it expected to run for?

October 2020 to September 2022

Who is funding the study?

National Institute for Health Research (NIHR) (UK)

Who is the main contact?

Prof. Rebecca Lawton

r.j.lawton@leeds.ac.uk

**Study website**

<https://yqsr.org/redeploy-programme/>

## Contact information

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Scientific

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## Additional identifiers

**EudraCT/CTIS number**

Nil known

**IRAS number****ClinicalTrials.gov number**

Nil known

**Secondary identifying numbers**

NIHR132041

## Study information

**Scientific Title**

Lessons from the frontline: the impact of redeployment during COVID-19 on nurse wellbeing, performance and retention - a multicentre observational study

**Acronym**

Redeploy

**Study objectives**

Delivering safe and effective healthcare requires sufficient staff numbers with the right mix of skills. Thus the rapid redeployment of nursing staff has been critical to the NHS response to COVID-19. The NIHR have recognised the significance of these changes and the challenges of rapidly reallocating staff without evidence on how best to do this or what the longer term consequences are. This study directly addresses this evidence gap.

**Ethics approval required**

Old ethics approval format

**Ethics approval(s)**

Approved 03/12/2020, Business, Environment and Social Sciences Faculty Research Ethics Committee at the University of Leeds (Leeds University Business School, Maurice Keyworth Building, Leeds, LS2 9JT, UK; +44 (0)113 343 6831; researchethics@leeds.ac.uk), ref: AREA20-041

## **Study design**

Multicentre observational study involving three NHS Trust sites using both qualitative cross-sectional (first work package) and longitudinal (second work package) interviewing and survey methods

## **Primary study design**

Observational

## **Secondary study design**

Cross-sectional (first work package) and longitudinal (second work package) study

## **Study setting(s)**

Hospital

## **Study type(s)**

Other

## **Participant information sheet**

Not available in web format, please use the contact details to request a participant information sheet

## **Health condition(s) or problem(s) studied**

Nurse wellbeing, performance and retention

## **Interventions**

This observational study will involve two work packages. The first will employ cross-sectional semi-structured interviews and focus groups with staff between November 2020 and July 2021. The second work package will use a longitudinal approach conducting semi-structured interviews and surveys with staff affected by redeployment over three timepoints between December 2020 and January 2022.

## **Intervention Type**

Other

## **Primary outcome measure**

Management of redeployment (as a main qualitative theme) assessed using interviews and focus groups between November 2020 and July 2021

## **Secondary outcome measures**

1. Nurse wellbeing assessed using interviews and surveys between December 2020 and January 2022
2. Job outcomes for nurses assessed using interviews and surveys between December 2020 and January 2022

## **Overall study start date**

01/10/2020

**Completion date**

30/09/2022

## Eligibility

**Key inclusion criteria**

Work package 1:

Senior nurses (e.g. matrons, Heads of Nursing, Directors of Nursing) and senior HR Managers with experience of managing redeployment during COVID-19.

Work package 2:

Nurses who were redeployed to high-risk environments (e.g. ICU, respiratory wards; nurses already working in high-risk environments who acquired redeployed staff and; nurse redeployed to lower risk environments (i.e. non-patient-facing for health reasons).

**Participant type(s)**

Health professional

**Age group**

Adult

**Sex**

Both

**Target number of participants**

For work package 1: Up to 48 staff members. For work package 2: Up to 45 nurses

**Total final enrolment**

101

**Key exclusion criteria**

Does not meet inclusion criteria

**Date of first enrolment**

23/11/2020

**Date of final enrolment**

05/01/2022

## Locations

**Countries of recruitment**

England

United Kingdom

**Study participating centre**

-  
United Kingdom  
-

## Sponsor information

### Organisation

Bradford Teaching Hospitals NHS Foundation Trust

### Sponsor details

Duckworth Lane  
Bradford  
England  
United Kingdom  
BD9 6RJ  
+44 (0)1274 38 2575  
jane.dennison@bthft.nhs.uk

### Sponsor type

Hospital/treatment centre

### Website

<https://www.bradfordhospitals.nhs.uk/>

### ROR

<https://ror.org/05gekvn04>

## Funder(s)

### Funder type

Government

### Funder Name

National Institute for Health Research

### Alternative Name(s)

National Institute for Health Research, NIHR Research, NIHRresearch, NIHR - National Institute for Health Research, NIHR (The National Institute for Health and Care Research), NIHR

### Funding Body Type

Government organisation

### Funding Body Subtype

National government

Location  
United Kingdom

## Results and Publications

### Publication and dissemination plan

The researchers intend to disseminate their findings through a number of means. They anticipate publishing their academic findings from the two work packages in relevant high-impact peer-reviewed journals as well as an accessible short report for Nursing Times, specifically targeting their key audience. They will also hold a stakeholder engagement workshop towards the end of the study period and produce a handbook outlining guidelines for managing redeployment going forward.

### Intention to publish date

01/10/2023

### Individual participant data (IPD) sharing plan

The data-sharing plans for the current study are unknown and will be made available at a later date.

### IPD sharing plan summary

Data sharing statement to be made available at a later date

### Study outputs

Output type	Details	Date created	Date added	Peer reviewed?	Patient-facing?
<a href="#">Protocol file</a>	version 4	12/08/2021	06/01/2022	No	No
<a href="#">Results article</a>		27/05/2024	13/06/2024	Yes	No
<a href="#">Results article</a>		21/09/2024	14/10/2024	Yes	No