

**REPORT TO THE TRUST BOARD – PUBLIC
23 FEBRUARY 2017**

Title	Nursing Workforce update
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Purpose of the Report:

The purpose of this paper is to update the board on:

Proposed changes to the training and education of the nursing profession, ELFT's response to the challenges posed and mitigation being put in place.

Summary of Key Issues:

This paper updates the Board on proposed changes to the training and education of the nursing workforce this includes the following;

- Changes to pre-registration nurse training including the introduction of the Nursing Associate role
- The further development of the Joint Institute of Mental Health Nursing (City University) and the Academy of Mental Health Nursing (Bedford University)
- The Training and development provided to our nursing staff including the unregistered workforce and the implementation of the Care Certificate
- Current recruitment challenges
- The current nursing priorities.

Strategic priorities this paper supports

Improving service user satisfaction	<input checked="" type="checkbox"/>	There is evidence that supports better care outcomes for care delivery and service user experience of care where there is less than 5% reliance on temporary staffing.
Improving staff satisfaction	<input checked="" type="checkbox"/>	Having the right workforce that is supported and able to progress in their career and team functioning will improve staff work experience.
Maintaining financial viability	<input checked="" type="checkbox"/>	Trained workforce bridging the gap between Health Care support Workers and Registered Nurses will help to reduce the use of bank and agency costs in the long-term

Committees/Meetings where this item has been considered:

Date	Committee/Meeting
September 2015	Care Certificate – Service Delivery Board
December 2016	Nursing Associate Pilot – Service Delivery Board
December 2016	Nurse Band 4- Role enhancement Service delivery board

Implications:

Equality Analysis	Recruitment of high quality culturally aware staff is essential to the delivery of high quality care
Risk and Assurance	Failure to recruit enough high quality staff can lead to failure to meet basic CQC standards.
Service User/Carer/ Staff	High quality staff leads to increase in patient and carer satisfaction
Financial	Failure to recruit to nursing posts will increase in reliance of temporary staffing which will have financial implications The implications on Trust finances of the new apprentice nursing degree and nursing associate are yet to be determined.
Quality	Having a stable, supported and consistent workforce will have a positive impact on quality of care

Supporting Documents and Research material

a. ELFT Nursing Strategy 2015-2018

Glossary

Abbreviation	In full
NMC	Nursing & Midwifery Council (Regulatory Body)
HEE	Health Education England
NA	Nursing Associate
HEI	Health education Institutes
THT	Tower Hamlets Together
JIMHN	Joint Institute for Mental Health Nursing
HEE NCEL	Health Education England North Central East London

1. ELFT Nursing Workforce background

- 1.1** Nurses make up the largest single group of staff within the Trust, with the majority undertaking roles that require a high proportion of direct patient care. ELFT employs 5044 staff of which 900 are unregistered nurses and 1450 are registered nurses.
- 1.2** The breakdown of the specialities in registered nurses is shown in the table below. Some staff may be double counted due to having dual registration. Some staff although have nursing registration are working in roles defined as admin and clerical as for those roles it is not essential to have a registration.

Count of Registration Membership Body		
Registration Membership Body	Attribute 1	Total
Nursing and Midwifery Council	Midwives (RM)	28
	Specialist Community Public Health Nursing (HV)	118
	Specialist Community Public Health Nursing (OH)	4
	Specialist Community Public Health Nursing (SN)	15
	Sub-Part 1 RNA (Adult)	236
	Sub-Part 1 RNC (Children)	22
	Sub-Part 1 RNLD (Learning Disabilities)	60
	Sub-Part 1 RNMH (Mental Health)	1160
	Sub-Part 2 RN2 (Adult)	2
	Sub-Part 2 RN4 (Mental Health)	4
	Nursing and Midwifery Council Total	
Grand Total		1649

- 1.3** Although the underlying principles of nursing care are consistent across the specialities it is important to recognise the specialism and support staff to use their speciality training to support service users.

2. The national changes to pre-registration nursing training

- 2.1** Shortages in the Registered Nursing workforce have necessitated identification of new ways of working that continue to deliver high quality care. Nationally, the landscape for healthcare education including registered nurse training faces unprecedented changes, Health Education England (HEE) is implementing several changes that will impact on healthcare education from 2017.

- 2.2** In 2013 academic criteria for entry onto the pre-registration nurse training course increased as it changed from being an academic level 5 higher national diploma programme to a level 6 degree programme.
- 2.3** From 1 August 2017, new nursing students will no longer receive NHS bursaries. Instead, they will have to access student loans system. Students who already have a degree and are planning to undertake nurse training as a second degree will also have access to student loans through the student loans system. This will result in nurses having to accrue significant financial burden in order to obtain their registration. Student nurses will be expected to pay all teaching fees and living expenses. Cost of a 3-year nursing degree at a London university will be £52k. Repayments start once the student nurse commences in their first band 5 appointment. It is too early in the recruitment cycle for universities to know if this will impact on nursing numbers.
- 2.4** As a way of managing future recruitment deficits the education boards are developing new pathways into nursing. The new Nursing Associate and nursing degree apprenticeship are seen as alternative accessible routes.
- 2.5** The Nursing Associate Pilot -The Shape of Caring Review, (Raising the Bar) was published in March 2015. It aimed to ensure that throughout their careers nurses and care assistants receive consistent high quality education and training which supports high quality care over the next 15 years.
- 2.6** One key recommendation was a defined care role acting as a bridge between the unregulated care assistant workforce and the NMC regulated registered nursing workforce. Creating a new type of care worker with a higher skill-set to assist, support and complement the care given by registered nurses. A National Training programme and competencies at academic level 5 (diploma) was developed jointly by HEE, NMC and Skills for Care. The training model will be an apprenticeship style work-based programme of learning and participants will remain employees of the Trust. The training is set for 2 years.
- 2.7** A requirement of the National pilot is that, at the end of their training, Nursing Associates will progress to a band (Band 4) and a new role will be created. There remains national debate as to whether there will be a national job description.

- 2.8** HEE announced that 11 partnership sites across England (with 1000 trainees) would trial the new nursing associate role. ELFT (London and Bedford) submitted with two applications bids to be partnership test sites.
- 2.9** The London bid was successful in October 2016; the partnership consists of Barts Health NHS Trust (Lead Partner), City, University of London, London Southbank University, Homerton University Hospital NHS Foundation Trust, Barking Havering & Redbridge University Hospitals NHS Trust and North East London Foundation NHS Trust. 18 ELFT trainees from our existing Healthcare Support Worker/Social Therapist staff were successful and enrolled on the programme. The programme commenced on 30th January 2017.
- 2.10** The second bid, ELFT Bedfordshire, was successful on 30 November 2016 as a fast follower. This partnership is with Bedfordshire Hospital NHS Trust, University of Bedfordshire, Healthwatch Beds and Bedfordshire Clinical Commissioning Group. ELFT has proposed to support 10 staff and the programme will start in April 2017.
- 2.11** University fees will be paid by HEE. Additionally, the Trust will be able to access £1750 per year for each trainee Nursing Associate it supports on the programme. This money will fund resources for co-ordination of placements across organisations, support trainees and assessors, monitor trainee progress and key project milestones and provide information/reports to HEE.
- 2.12** ELFT partnership with the other test sites will give trainee Nursing Associates a rounded experience, including mental health, community health and acute secondary care, with a focus on illness, recovery and public health. On 25.01.17 the Nursing and Midwifery Council (NMC) formally agreed to be the regulator for the new nursing associate role.
- 2.13** Registered Nursing Apprenticeship - From April 2017 the Apprenticeship Levy is being introduced to increase apprentices starting each year. The Department of Health confirmed that the new nursing degree apprenticeship standard has been approved.
- 2.14** The nursing degree apprenticeship will enable people to train to become a graduate registered nurse through an apprentice route. It is expected to be introduced in September 2017 and is envisaged that it will help to increase access to the nursing profession.

- 2.15** Students undertaking the nursing degree apprenticeship will be employed in the healthcare sector and be released by their employer to study. They will train in a range of practice placement settings and will learn at NMC approved education providers. Nursing degree apprenticeships will take 4 years.
- 3.0** Trust relationship with Higher Education Institutes mainly City, University of London and Bedford University.
- 3.1** ELFT supports mental health and adult nursing students in both its London and Luton/Bedfordshire sites. Predominantly students are hosted from City University and University of Bedfordshire but ELFT also assists students from the University of Hertfordshire, London Southbank University, Anglia Ruskin University and University of Greenwich. ELFT also accepts applications on a case by case basis from student from other universities who chose to do an elective placement in ELFT.
- 3.2** As well as undergraduate nurses ELFT also supports learner placements for midwifery, learning disability, paramedics, therapies, child branch, District Nursing, Health Visiting.
- 3.3** ELFT has formal relationships with two universities Joint Institute of Mental Health Nursing with City, University of London and The Mental Health Academy with University of Bedfordshire.
- 4.0** The Joint Institute of Mental Health Nursing – City, university of London
- 4.1** The JIMHN was launched in October 2009 by the Chief Nursing Officer for England and Wales. It is a partnership between City University and the Trust. It was established following concerns from both the Trust and the University over the quality of newly qualified staff coming out of nurse training and the lack of knowledge transfer and research utilisation within the Trust nursing workforce.
- 4.2** Since 2009 all students are recruited into nurse training with a Trust representative of band 8a or above being a part of all stages of the recruitment processes. A senior member of Trust staff sits on all fitness to practice panels within the university.
- 4.3** Since 2010, ELFT have funded and supported 27 nursing and other clinical staff to become Clinical Academics, undertaking a research-based Masters' level degree, attending regular research meetings in

the Centre for Mental Health Research and undertaking an empirical work-focused research project under the supervision of senior nurse academics at City, University of London. Many of the ELFT Clinical Academics have graduated with merit or distinction, published papers in peer-reviewed journals and gained promotions.

- 4.4** Research topics have included evaluating the introduction of sensory rooms in a PICU; investigating the experiences of family carers dealing with mental health crises; evaluating the use of written care plans in community and inpatient dementia care settings; investigated the access to CAMHS for looked after children with mental health problems; the use of SMS text reminders in a depot clinic; measuring staff knowledge of physical healthcare; and investigating staff attitudes towards the employment of people with severe mental illness.
- 4.5** Currently there are 21 ELFT staff with honorary lecturer contracts that contribute to teaching and learning on the pre-registration Mental Health Nursing programme. This includes members of the ELFT QI team as QI is now an integral component of student preparation.
- 4.6** Service User and Carer Research Group Advising on Research (SUGAR). Established in 2009, this 16-member group of mental health service users and carers is facilitated by Professor Simpson it collaborates and advises on research conducted by researchers from ELFT, QMUL and City, University of London. Running costs are met from the ELFT research budget and all staffing costs and hosting costs are met by City. SUGAR provide input to a vast range of research proposals, ethics applications and studies. The group frequently presents at international and national conferences and has an international reputation, influencing the establishment of similar groups in Japan, USA, Australia and most recently Germany.
- 4.7** From September 2015 City University commissioned a new training programme, the MSc Joint Adult and Mental Health Nursing course. It is 3 year course for post graduate trainee who will be dually qualified upon completion. The first cohort is due to qualify in September 2017. From September 2017 15 places have been commissioned

5.0 The Mental Health Academy – University of Bedfordshire

- 5.1** In Partnership with ELFT, in 2015 University of Bedfordshire developed the Academy to formalise the relationship between the two organisations. Since the launch of the academy ELFT senior staff have

input into the curriculum from selection of students through teaching and to assessments.

- 5.2 ELFT in Bedfordshire & Luton recruited 21 out of 23 student nurse applicants from the University of Bedfordshire in the last 12 months.
- 5.3 The Recovery College was launched 6th May 2016 and it has delivered workshops and courses since then. Over 60 workshops were delivered with over 300 attendees. All sessions are free and are open to anyone who lives or works in Luton or Bedfordshire. All sessions are co-produced with service users and students are also fully involved in the planning and delivery of sessions.
- 5.4 They are working on the first publication with regards to the Recovery College and its impact.
- 5.5 All students offered access to Recovery college workshops, those currently on placement are offered chance to assist with the facilitation of an allocated workshop. Currently looking for student volunteers to run 'Pop up café' for the Recovery College.
- 5.6 A selection of ELFT staff are now engaged with the Mental Health Academy, honorary academic role and are now offering student lectures/ sessions regarding their area of speciality.

6.0 Recruitment of Trainee nurses to Universities:

- 6.1 The changes in funding for nurse training also impacts on HEIs. Nationally it has been reported there has been a 15% overall reduction in mental health student nurse applications since 2010. It is too early in the recruitment cycle to predict the final count and impact for 2017-2018 intake.
- 6.2 MH nursing is especially vulnerable in Luton and Bedfordshire as the main demographics are generally older students,.

7.0 Salary support

- 7.1 ELFT through HEE NCEL supports health care support workers to train as registered nurses. Since 2009 ELFT has supported 84 staff to train via city university mainly with some being seconded to London south Bank and Greenwich university.

Year	Program	Course Length	Actual Length (years)	University	Column1
2009	BSc	3	3	City University	2
2009	Dip HE	3	3	City University	1
2010	BSc	3	3	City University	4
2010	Dip HE	3	3	City University	2
2010	PG Dip	2	2	City University	2
2011	BSc	3	3	City University	4
2011	Dip HE	3	3	City University	1
2011	PG Dip	2	2	City University	4
2012	PG Dip	2	2	City University	6
2013	BSc	3	3	City University	7
2013	PG Dip	2	2	City University	4
2013	BSc	3	3	LSBU	1
2014	BSc	3	3	City University	2
2014	PG Dip	2	2	City University	7
2014	BSc	3	3	Greenwich	1
2014	BSc	3	3	LSBU	1
2015	BSc	3	3	City University	3
2015	PG Dip	2	2	City University	8
2015	BSc	3	3	LSBU	2
2016	BSc	3	3	City University	2
2016	PG Dip	2	2	City University	14
2016	BSc	3	3	LSBU	6
N/A	BSc	3	N/a	City University	
					84

7.2 The table show the numbers of supported placements since 2009. With the removal of bursaries HEE NCEL has confirmed that it will salary support one more cohort in 2017 for PG DIP. We have submitted our request and for funding. We will know in March 2017 how many. East Of England Education board will not be offering any salary support for 2017.

8.0 Post graduate Training

8.1 There are a number of opportunities available to staff to support their development and expertise – academic/accredited modules via universities, internal programmes and study days and external providers.

8.2 A rolling preceptorship programme is provided for newly qualified Registered Nurses. 81 newly registered nurses across all sites were supported in 2016. The programme consists of 6 workshops, held once

per month, developed to help them consolidate their knowledge and skills and offer the chance for peer support.

- 8.3** In order to support undergraduate learners and meet the required NMC standard, ELFT encourages and supports Registered Nurses to undertake the Teaching & Assessing in Clinical Practice course. All registered nurses are eligible one year post qualification. There are currently 90 staff undertaking the course.
- 8.4** We currently have 605 mentors, 262 of which are 'Sign-off' mentors (A sign-off mentor is a mentor who has received additional training in order to provide assurance to NMC that the student, in final placement, meets the criteria for entry to the NMC register). Mentors are required to update annually – The Practice Education Managers in ELFT provide these updates across our services.
- 8.5** NMC regulations require Health Visitor and District Nurse mentors to undertake a Specialist Practice Teacher qualification. ELFT have 14 Specialist Practice Teachers.

9.0 The Care Certificate

- 9.1** In response to the findings of the Francis Report (2013), a review of how unregistered healthcare and social care staff are valued and supported and to see what could be done to ensure that unregistered staff in the NHS and social care treat all patients and clients with care and compassion. The review consulted with patient, carers and band 2-4 staff across England. The report states that employers should be supported to test values, attitudes and aptitude for caring at recruitment stage. ELFT already uses values based recruitment for nursing staff.
- 9.2** The 'Cavendish Review' (2013) recommendations included common training standards across health and social care, along with a new 'Certificate of Fundamental Care' The care certificate was introduced in April 2015 it is based on 15 basic standards that all new to care staff are expected to know.
- 9.3** In ELFT this is achieved by classroom based teaching or one to one preceptorship style process. The certificate is transferable across all organisations. All new healthcare support workers band 2-4, complete the care certificate as part of the induction process.

10.0 Nursing development programmes

- 10.1** In 2011 the Trust recognised the need to develop inpatient nurse managers to enable them to improve care delivery and support junior staff. 3 development programmes for band 8a Matrons, Band 7 clinical nurse Managers and Band 6 Clinical Practice Leads were developed.
- 10.2** The programme teaching is delivered by both internal and external facilitators and each programme is reviewed on a yearly basis based on participants feedback, managers feedback and learning from complaints, incidents and the programmes all covered components of Clinical , Leadership and management.
- 10.3** The programme was well received with feedback from participants, service users and managers on the impact of the training. This feedback informed the development of other programmes (listed below). Over 600 nursing staff have completed a development programme.
- 10.4** In 2016 the first band 6 Community Mental Health Nursing development programme commenced and trained 17 staff
- 10.5** All programmes have 2 cohorts per year, London and Luton and Bedfordshire and are led by the Directors of Nursing.
- 10.6** Only the aspiring clinical Practice Lead is via application and interview. The rest are self-nominations, usually agreed via the appraisal process. ELFT has submitted a proposal for accreditation of the Aspiring clinical Practice Lead Programme with Middlesex University. It has been submitted to their Board and we are awaiting feedback.
- 10.7** Current programmes :
- i. Senior Nurse Development Programme – Band 6, 7 and 8a inpatient nurses
 - ii. Aspiring clinical Practice Lead Programme – Band 5 aspiring to be band 6s inpatient nurses
 - iii. Band 5 Development Programme inpatient nurses
 - iv. Band 3 and 4 Development Programme inpatient nurses
 - v. Community Mental Health Nurses Programme (Care coordinators in the community). 2017 cohort will include other disciplines
 - vi. Band 4 Development Programme – Luton and Bedfordshire only as band 4 were introduced in 2015.
 - vii. Junior manager leadership programme (CHN)

- 10.8** CHN are creating an HCA education programme looking at motivational interviewing, Diabetes, health promotion for Long term illness, and Asthma and chronic pulmonary diseases.

11.0 CHN update

- 11.1** Community Nursing Superhub - Following the success of the pilots in Newham and Islington in 2014/15, Health Education England working across North Central and East London, announced an expansion and further development of 'Super-training hubs' for developing community nursing. Funding was awarded to ELFT to host the Inner East London Super hub to include Newham and Tower Hamlets (incorporating working with the THIPP Vanguard). The key purpose is to support the development of education and careers pathways to prepare staff for the 5 year forward view. Building on existing developments aligned to HEE priorities, we identified funding to support a number of projects.
- 11.2** Development of the unregistered care staff by mapping of existing job roles to ensure a consistent approach, We mapped out the different job roles performed by unregistered staff across Newham Extended Primary Care Services (EPCS) and Tower Hamlet's Together (THT).
- 11.3** Reduce duplication of skills to improve the care of service users and free up the qualified nurses to focus on delivering more complex care in the community. THIPP HCSWs will be trained to give insulin to patients as they currently do in ELFT. The above strategies will free up the qualified nurses time to concentrate on more complex cases.
- 11.4** Care Certificate - Progress on the implementation of the Care Certificate across community providers was reviewed. This consisted of bespoke training programme in ELFT (which was delivered for Community Health Newham, Health and Social Care staff and Newham Primary Care staff) and Bart's Health. We funded an additional cohort for Newham. Teaching was delivered by staff from older adult, community nursing, mental health and therapies in East London Foundation Trust and social care staff from the London Borough of Newham.
- 11.5** Complete scoping exercise across Newham and Tower Hamlets to identify potential areas that would be appropriate and willing to be part of a rotational programme. Discussions are underway regarding mapping out a potential rotational programme between Community (District) nursing, mental health services and acute wards at Bart's Health-Newham University Hospital. A scoping exercise for potential areas that could be included in a small scale rotational pilot is

underway and a further meeting is being scheduled for mid-September to progress the project.

12.0 Recruitment of Nursing workforce

- 12.1** Unregistered nursing workforce adverts are usually well responded to. The majority of applicants are psychology graduates who apply for clinical experience with the hope of moving on to the clinical psychology doctorate. The competitive nature of psychology with over subscription the majority of these staff end up pursuing other health careers mainly nursing, occupational therapy or social work.
- 12.2** The Directors of Nursing hold a half day interview preparation days sessions for City, University of London, University of Bedfordshire and University of Hertfordshire mental health and learning disability student nurses, applying for Band 5 positions. This is also being offered to neighbouring HEI's within driving distance of our localities.
- 12.3** The challenging areas for recruitment are district nursing, community mental health nurses and inpatient and community nurses in Luton and Bedfordshire.
- 12.4** Since ELFT took over Luton and Bedford over 18 months ago there has been improvement and gains in nurse recruitment, which have resulted in a significant reduction in temporary agency staffing on our wards. This was achieved through robust recruitment processes and improving and strengthening the relationship with Bedford University.
- 12.5** However there remains a significant deficit in qualified nurses at Band 5 and 6 across Luton and Bedfordshire. The retention rate is 22% and some of this can be attributed to the rapid change process and transformation of services.
- 12.6** The challenges in recruiting include the location of some of the services, competing financial packages given in surrounding NHS and Private providers and providers within travelling distance offering London weighting.
- 12.7** Community Health Newham:
- The roles of District Nurses and the community nursing workforce are receiving a high profile in light of this Government's priority to provide more care outside of the hospital environment which continues to gather pace (5 Year Forward View 2014; Kings Fund report 2016).

- 12.8** The issues we are facing locally have similarities to those faced by colleagues within the health visiting service following the implementation of the national campaign 'A Call To Action' aimed at increasing the numbers of health visitors. Therefore as part of the EPCT recruitment and retention plan, we took into account the successful initiatives and the lessons learned to inform our plan.
- 12.9** Current recruitment campaign led by a dedicated lead is successfully attracting suitable applicants from all grades of the nursing workforce.
- 12.10** In 2014, we made a conscious decision to set out an ambitious programme to grow our own staff however, we are experiencing a high turnover of nursing staff in EPCT particularly those at band 5 post preceptorship in year 1 (48%) and this is concerning. As a result, the situation requires reliance on agency nurses which is not financially sustainable or satisfactory to the delivery of high quality care.
- 12.11** There have been significant efforts to support recruitment that include; targeting student nurses, "grow our own", preceptorship packages, adjusting bank rates, Hosting "superhub", Embedding QI work, supporting district nurse training, review of JD's and roles.

13.0 Action being requested

The Board is asked to **RECEIVE** and **NOTE** this report.

Nursing Priorities

Plan – Right staff, right skills, right place

Priorities for 2017/18

1. Embedding new roles – New band 4 roles with added responsibility introduced to Luton and Bedfordshire.
2. Continuing with proactive recruitment – the 3 Directors of Nursing will continue to lead on recruitment for their respective areas. Continuing to look for ways to attract high quality nurses and retaining them. ELFT in Beds & Luton are currently exploring the possibility of doing a joint recruitment drive in Ireland with the University of Bedfordshire.
3. Continue with the development programmes – the focus will be to continue providing programmes for all nurses and developing community offer, where possible having joint programmes
4. Development of specialities – continue to develop the community nurses programme and explore focussing on Learning Disability nurses, elders development
5. Modernisation of all JDS – continue ongoing work to modernise and have consistency of all nursing job descriptions across all localities.
6. Review all band 2 roles in Luton and Bedfordshire and submit business case for uplift to band 3 in line with roles in London.
 - Appoint a “Super-hub” Nurse Advisor
 - Preceptorship for general practice nurses and strategies to promote retention
 - Continue to deliver Care Certificate