

FACING THE FUTURE

Nursing and Midwifery Recruitment and Retention

Issue 3

November 2003

Welcome to the third in a series of newsletters designed for Nurses and Midwives, whether in training or in practice. These newsletters aim to keep you updated on the progress made on the various initiatives under the banner of *Facing the Future*.

What's in this newsletter?

- A Partnership for a Better Scotland: Partnership Agreement
- Nursing Workload – An update on the Nursing Workload Project
- 'New Nursing Roles – Deciding the Future for Scotland.' Information on the forthcoming Consensus Conference for Nurses
- Student Nurse Numbers
- New Website

The Partnership Agreement

As part of the discussions following the Scottish Parliament elections in May 2003, the Labour/Liberal Democrat coalition produced *A Partnership For A Better Scotland: Partnership Agreement* as part of its programme to deliver excellent public services in Scotland. This commits the Scottish Executive Health Department to step up action on health improvement, to improve the quality and consistency of care through national standards, inspection and support; and to improve the delivery of services. The *Partnership Agreement* also commits the Scottish Executive Health Department to

delivering improvements to NHSScotland through the empowerment of the workforce. Within the Partnership Agreement are a number of commitments which are specific to nurses and midwives. These are:

- 'We will increase our programme to train, recruit and retain nurses and midwives, bringing 12,000 into the NHS by 2007 as part of our overall improvements in workforce planning in the NHS.'
- 'We will treble existing numbers of Nurse Consultants to 54.'
- 'We will continue our guarantee of one year's employment for all newly qualified nurses and midwives.'
- 'We will implement nationally co-ordinated nursing bank arrangements to assist nurse placement across Scotland, to improve patient services and cut the costs of agency nursing.'

In support of these commitments, a number of initiatives are ongoing under the banner of *Facing the Future*. The following provides an update against these as well as other issues of interest.



Student Nursing Intake Planning (SNIP) 2002

The Student Nurse Intake Planning (SNIP) exercise is carried out on an annual basis. For several years it has offered the Scottish Executive guidance on the number of student nurses and midwives required across NHSScotland. This is based on 5-year forecasts from NHS Trusts, Health Boards, private hospitals and education providers.

As the SNIP exercise is conducted on an annual basis it allows for adjustments to be made, therefore any increase/decrease in demand for nurses and midwives across NHSScotland will be reflected in the number of places agreed year on year.

Earlier this year at the NT Live event, the Minister for Health and Community Care announced that the SNIP 2002 recommendations would be met in full this year (2003/04). SNIP 2002 recommends an additional 525 student nurse places taking the total recommended intake number to 3,935. This will see unprecedented numbers of nurses and midwives in training.

As part of the large increase in the recommended intake, a number of alternative paths to nurse training have been approved. Concerns on the capacity to deal with the number of clinical placements have also influenced the development of alternative training routes. The additional 525 places can be broken down as follows:

- 100 'traditional' students, i.e. 3-year Higher Educational Institution (HEIs) based pre-registration students, have been allocated across the seven contracted universities.

- 180 Healthcare students as developed by *Facing the Future* sub-group chaired by Rosslyn Crockett, have been funded and Trusts are currently recruiting to these places. The majority of the HNCs will begin this autumn although some have sought permission to postpone until February 2004. All 180 must begin in academic year 2003/04, in order to have a chance of completing the pre-registration programme in 2006/07.
- 45 Open University students will be commencing early in 2004 in remote and rural areas in Highland, Orkney, Shetland and Argyll. The Open University is working with the normal HEI provider in each of these areas. This is a 4-year work-based programme, and is currently being adapted and approved by NES for Scotland.
- 200 additional Healthcare students as a one-off cohort undertaking the HNC on a part-time basis.

To support clinical placements for these additional places, 100 Practice Educator posts will be established. These will be funded on a tripartite basis from the Executive, Higher Educational Institutions as well as NHS Employers. It is anticipated that these posts will begin to come on stream in February 2004.

The latest figures from ISD Scotland (2002) indicate that we are on track to achieving the recruitment target to bring 12,000 nurses and Midwives into the NHS by 2007. With the measures taken to increase student numbers as well as a range of other measures designed to build capacity, it is anticipated that this target will be surpassed as these initiatives are realised.



One Year Guarantee

The One Year Guarantee of employment for all newly qualified nurses and midwives was introduced on 1 September 2002. The initiative was developed in full partnership with NHS Employers, universities, professional organisations (incl. RCN, RCM, UNISON), as well as NHS Education for Scotland (NES) who administer the scheme. The guarantee is based on the normal recruitment process, whereby the majority of newly qualified nurses and midwives secure a job through their own efforts, informed by career aspirations and their choice of location. If, after trying to obtain suitable employment, the nurses or midwives have been unable to secure a job in their part of the register or geographical location, and if they wish to take advantage of the national scheme, they can contact NHS Education for Scotland, who will issue them with information about other locations in Scotland who have suitable jobs.

The guarantee is designed to ensure that all newly qualified nurses and midwives have the opportunity to build on the clinical experience gained during their pre-registration programme. Any vacancies offered should have at least a one-year contract of employment.

As part of the Partnership Agreement, this initiative has been extended for a further year from September 2003.

Further information and guidance on the One Year Guarantee is available on the *Facing the Future* website.

NHS Education for Scotland has carried out two evaluations of the scheme. The first looked at the experience of those who used the scheme in 2002-2003, and the second was a random sample of newly qualified nurses and midwives who did not participate in the scheme to evaluate how they obtained employment. The results of the second survey can be viewed on the *Facing the Future* website.

Nursing Workload

Facing the Future is taking forward a project focusing on the workload of nurses and midwives in Scotland. The project builds on the Audit Scotland report, *Planning Ward Nursing – Legacy or Design?* – and aims to:

- review the systems for nursing workload and workforce planning currently used throughout NHSScotland
- review how quality of care is currently measured
- clarify the information management systems used to collect and collate data about nursing workload and workforce planning
- collect examples of good practice from the service.

Pauline Milne, Principal Nurse in the Medical and Associated Services Division of Lothian University Hospitals NHS Trust, has been seconded to the Executive to take the project forward from July to December 2003.



'The project covers all parts of NHSScotland where nursing and midwifery services are delivered – acute care, primary care, psychiatry, learning disabilities, paediatrics and maternity', Pauline explains. 'The deadlines are tight, but we are already making substantial progress.'

Five separate but broadly similar questionnaires have been developed. In early August, each questionnaire was piloted as follows:

Acute – North Glasgow University Hospitals and South Glasgow University Hospitals Trust
Maternity – North Glasgow University Hospitals Trust
Paediatrics – Yorkhill Trust, Glasgow
Psychiatry and Primary Care – Lanarkshire Primary Care Trust.

During the pilot, the questionnaires were also reviewed by key individuals from a variety of areas. Feedback from the pilot of the questionnaires and comments on the questionnaire content were considered at the Nursing Workload Steering Group meeting held on 20 August 2003.

The amended final questionnaires – designed to reflect the specific characteristics of the areas in which nursing and midwifery services operate – were distributed to all Trusts in NHSScotland at the end of August. The questionnaires focused on key issues relevant to nursing workload and workforce planning, such as:

- workforce planning systems
- current funded establishments
- 'time out' from clinical work for charge nurses
- predictable absence allowances within establishments
- flexible staffing arrangements
- examples of best practice.

Return to Practice

The *Return to Practice* scheme was launched with a view to increase the number of nurses and midwives in work across Scotland. As well as helping to reduce the number of vacancies, the scheme is aimed at minimising the loss of skills/expertise invested in to date. Funding was made available in 2002 for each individual for *Return to Practice* programmes and is linked to an offer of employment in NHSScotland, either on a permanent basis or on a nursing bank with regular hours of work required. Up to £1,500 of funding is available for each successful returnee.

In 2002, managed implementation programmes were set up in seven Health Board areas to measure the effectiveness of providing funding for return to practice. 152 people commenced these programmes, and are tracked every 3 months to see if they had taken up and retained NHS employment. In April 2003, 71% or 109 people had successfully completed return to practice programmes. By August 2003, this number had increased to 87% or 132 people.

Of those that successfully completed programmes, 76% were employed 6 months after completing programmes. A further 14% of people stated that they were waiting to be registered before they could start their post.

Of those that are employed 6 months after completing programmes, 97% are employed within NHSScotland where: 70% are employed in NHS Trusts and 27% are employed in nursing banks. The remaining 3% had taken up employment in the private sector.

£1 million has been allocated to fund *Return to Practice* for nurses and midwives across NHSScotland for the next 2 years and it is estimated that between 400 and 600 nurses and midwives will be attracted back to work via this route. To date, 117 individuals have commenced *Return to Practice* programmes in 2003/04. This means a total of 269 have been brought back so far, keeping us on track to meet our target.

'We are trying to build up a comprehensive picture of what is happening throughout Scotland', Pauline explains. 'The questionnaires were therefore very detailed, and great credit should go to the nominated individuals in each Trust and their Directors of Nursing for the information and detail they were able to give us in a relatively short period of time.'

Pauline is now conducting a series of visits all over Scotland to talk over the issues with the people in the Trusts who completed the questionnaires and other relevant personnel, aiming to catch a sense of the reality of nursing workload and workforce planning at ground-level. There then follows a period of analysing the hundreds of pieces of data collected, a process in which the project will be assisted by the Information and Statistics Division.

'We want to use the information obtained from the data to develop some recommendations on what seems to be working well for Trusts', Pauline says. 'That way, we hope that the whole service will be able to benefit from best practice'.

The project, which is supervised by a steering group (see below), will deliver a final report to the *Facing the Future* Group by the end of the year.

For more information, contact Pauline Milne, Project Manager, Nursing Workload/Workforce Planning, at: Pauline.Milne@scotland.gsi.gov.uk.

Nursing Workload/Workforce Planning Project steering group members

Gerry Marr (Chair), Chief Executive, Tayside University Hospitals NHS Trust
Irene Barr, Deputy Director of Nursing, South Glasgow University Hospitals NHS Trust
David Benton, Director of Nursing, Grampian University Hospitals NHS Trust
James Buchan, Faculty of Social Sciences, Queen Margaret University College, Edinburgh
Teresa Crawford, Associate Director of Nursing, North Glasgow Hospitals NHS Trust
Kathy Dallest, eCHIP Project Manager, Primary Care Division, Scottish Executive
Alan Gall, Director of Finance, Grampian University Hospitals NHS Trust
Bridget Hunter, Lead Officer for Nursing, UNISON Scotland
James Kennedy, Secretary to the Scottish Board, Royal College of Nursing
Alex Mathieson, Freelance Writer and Editor, Edinburgh
Pauline Milne, Project Manager, Nursing Workload/Workforce Planning
Patricia Purton, Director, Royal College of Midwives (Scotland)
Lesley Summerhill, Director of Nursing, Tayside University Hospitals NHS Trust
Neil Wilson, National Workforce Unit, Human Resources Directorate, Scottish Executive



Nationally Co-ordinated Nurse Bank Arrangements

Demands on hospitals/trusts for bank and agency staff to fill gaps in the service continue to escalate. This was highlighted in the Audit Scotland report of 2002. The report identified a need for more effective management and co-ordination in the provision of bank and agency staff.

➤ The Partnership Agreement commits to implementing nationally co-ordinated nurse bank arrangements. This is to assist with nurse placement, improve patient services and help reduce the reliance upon and associated costs of agency nurses.

- A Steering Group has been established to oversee work on an option appraisal which is to be project managed over a period of not less than 6 months. The first meeting of the Steering Group, chaired by Miss Anne Jarvie, Chief Nursing Officer, took place on 21 October 2003.
- Applications have been sought within NHSScotland for the secondment as a project manager to undertake this work, with interviews scheduled for October. An announcement on this appointment is anticipated in November 2003.

New Roles

Another strand of *Facing the Future* has been to look at the career development patterns. In particular, patterns that reflect flexibility and transferability – with practitioners moving sideways into new roles within clinical areas and organisations. These can prove to be enormously beneficial for individuals and organisations alike.

A two-day Consensus Conference entitled 'New Nursing Roles – Deciding the Future for Scotland' has been developed in partnership with the Royal College of Nursing. The conference will be held at the Royal College of Physicians, Edinburgh on 17 and 18 November 2003.

The Minister for Health and Community Care will open the Conference with an address to the delegates. The purpose of the event will be to set out to agree a national framework for developing new nursing roles across Scotland.

The event will focus on a number of areas:

1. Role expansion and development
2. Evidence to support further investment

The Expert Panel membership will be made up as follows:

Slot	Nominated
Chair	Professor Sheila Maclean, Glasgow
Nursing Journalist	Stephen Black, Edinburgh
Nursing Education	Professor Barbara Parfitt, Glasgow
Research	Bernice West, Aberdeen
Chief Nursing Adviser	Frances Hughes, New Zealand
Doctor	Erik Jespersen, Oban

3. Generic v Specialist roles
4. Conditions necessary for nursing roles to flourish in Scotland
5. A vision for the long-term future

This Consensus Conference provides the ideal opportunity for nurses to make their voice heard and to influence the future direction of the nursing profession. Delegates will be able to engage, question and challenge on a range of issues as well as to work towards a consensus. Nurses often say they are not involved in policy and decision making – this provides nurses with the vehicle to contribute to modernising nursing in Scotland.

From the discussions and debates around each of the five areas, a report will be produced and circulated. This product will provide a picture of where the profession needs to go over the next five years. However, further discussion will be required in order to allow the profession to move further forward.

As a sign of the importance in which this event is held among the nursing profession, the number of delegate places has already been filled and registration to the event is now closed.

Lay Representative	Mrs Elizabeth MacDonald, Scottish Consumer Council
HR/Manager	Mr Richard Carey, Chief Executive, Highland Acute
A.H.P.	Sonia Lamb, Therapy Services Director, Lothian NHS
Chairman	Mr Peter Bates, Chairman, Tayside NHS Board
Nurse Manger	Mrs Cathy MacGillivray, Argyll & Clyde

Nurse Consultants

This represents another commitment within the Partnership Agreement. An Action Plan to deliver 54 Nurse Consultants has been developed in partnership with Chief Executives and Medical Directors to take this forward.

To date, 18 Nurse Consultant posts are in place. Fields of practice include midwifery, older people's services, public health, paediatrics, pain management, perinatal mental illness, epidemiology, acute medicine/surgical receiving, cancer, enduring mental health, learning disabilities, forensic rehabilitation, health protection, family planning and sexual health, infection control and Macmillan cancer nursing.

A further five posts have been established and are in the process of being filled.

Facing the Future Action Plans

Action Plans from each NHS Board area have been submitted on progress made locally on issues falling under the banner of *Facing the Future*. In order for individuals to view progress made within their own area as well as to look at work ongoing in other board areas, these action plans have been posted onto the new website.

Facing the Future Website

Work has been undertaken to update and redesign the *Facing the Future* website. It contains updates on all the themes under the banner of *Facing the Future* as well as information on key topics.

The website can be accessed at:

www.show.scot.nhs.uk/sehd/facingthefuture

Flexibility

Employers need to adopt a range of more family friendly/flexible working arrangements designed to improve upon the recruitment and retention of staff. The Scottish Executive's Centre for Change and Innovation (CCI) is currently providing a nationally supported programme of development on flexible working for nursing and midwifery staff.

The CCI have produced two information booklets detailing their work under the title "Balanced Working Lives: a 'can do' approach to employing nurses and midwives".

- *Creating Balanced Working Lives* details why it is essential to establish flexible working and what the benefits will be for staff, Employers and patients. Examples of useful flexible working patterns and considerations to be made about implementing changes are also included.
- *Sharing the Picture* defines the current state of play while summarising a diagnostic workshop that aimed to promote balanced and flexible working practices in the NHS, to illustrate good practice and to offer practical assistance.

Good Practice Event – 'Balanced Working Lives' – 1 October 2003

The Balanced Working Lives Conference, held in Dunblane, was attended by over 60 delegates from numerous backgrounds including nursing, human resources and trade unions. The event started with a researcher from the Work Foundation who recently published a report on work life balance and flexibility. This allowed the issue of flexibility within nursing to be set within a wider context.

David Benton, Director of Nursing, NHS Grampian, then described the process adopted in Grampian. This was followed by Ann McPherson with a discussion on partnership from an HR perspective.

There were two opportunities within the event for people to go into workshop sessions. These ranged from looking at the different approaches taken to flexibility in England to an opportunity to look at a system to support and develop managers in flexible working practices.

The evaluation received so far has been very positive and a booklet will be produced on good working practice in early November 2003. Discussions with the HR forum are ongoing on agreeing next steps.

Questionnaire

Please take time to let us know your opinion about the ongoing *Facing the Future* work by logging on to the website and completing our questionnaire and emailing it to facingthefuture@scotland.gsi.gov.uk

Feedback

The website will undergo development over time in response to national policies and any specific requests by users. All requests for advice and support as well as comments on the content, suggestions for improvement and/or contributions, should be directed to the *Facing the Future* mailbox.

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