

FIFE ACUTE HOSPITALS NHS TRUST
FACING THE FUTURE ~ LOCAL PROGRESS ~ SEPTEMBER 2003

THEME ~ CAREERS

IDENTIFIED ACTIONS	LOCAL PROGRESS TO DATE	FURTHER COMMENT
Implement return to practice placements locally in a way that encourages flexible working.	Return to Practice placements provided on part-time, flexible basis ensuring that the needs of the 'returnee' are taken into consideration. On completion of programme, 4 nurses have joined FAHT nurse bank.	
Sharing a good practice 'event'.	Conferences held regularly. Most recent was held on 25 th August "Celebrating Innovation and Development" was held for FAHT staff and attended by non-exec members of Board. Other conferences have included "Crossing the Boundaries", a tissue viability study day attended by 150 nurses from across acute, primary, social care, private sector in Fife. Speakers were drawn from across Scotland. A Professional Study Day on Leadership is being held on 12 th November and will be attended by Miss Jarvie	
Implementation of cadet scheme as an example of alternative approaches to T&D.		HNC course has been well received by Health Care Support Workers. Considerable amount of interest in first 'cohort' and their experience.
Effective links required between NHS and HEI's to ensure development of transferable skills. (joint future	Work ongoing between NHS Tayside, NHS Fife and University of Dundee re clinical skills	This initiative is particularly welcomed as

agenda)		it will help smooth transition for staff joining new Trust
Directors of Nursing across all NHS organisations will take the lead in enhancing the image of nursing and midwifery in their communities and NHS Board areas, in conjunction with local recruitment campaigns. Progress will be presented in the annual reports of NHS Boards.	Local 'Recruitment Event' being organised. Will be held over weekend, multi-disciplinary. Invitations will be sent to local schools to generate interest in health care careers Attended NT live and will be attending Scottish Nurse event in September. Attended / attending UoD and Queen Margaret University career days	
Every nurse and midwife in training will be guaranteed a year's employment on qualification within NHSScotland from Autumn 2002, if they wish. The aim is to offer a commitment to a life of employment for every nurse and midwife in Scotland, based on their skills and contribution. The effectiveness of the programme will be evaluated.	Vacancy figures submitted to SEHD. FAHT welcomes newly qualified staff - no 'barrier' of 'previous experience required'. A number of student nurses have been recruited 'pro-actively' and will take up their posts on completion of their training	
The working group on career pathways identified in <i>Caring for Scotland</i> will be set up and will bring forward its report, recommendations and guidance to next year. This will shape a national drive to promote careers in nursing and midwifery from school to retirement, to be launched in 2002.	Currently being progressed with NAs in Fife. FAHT will offer a 'career trajectory' for NAs from clinical skills training, Competency profile, SVQ Level 2 or 3, on to HNC and Nurse training	

THEME ~ FLEXIBILITY

IDENTIFIED ACTIONS	LOCAL PROGRESS TO DATE	FURTHER COMMENT
Extend the bank pilot to other staff groups, eg	FAHT Nurse Bank includes ODPs, and A&C staff.	A 'Staff Bank', including

Ancillary staff		AHPs and ancillary staff would be a welcome development. This requires a robust IT solution
A new development programme – <i>Flexible Ways of Working/Flexible Ways of Thinking</i> will be launched in 2002. The aim is to promote to team leaders across Scotland the skills needed to turn existing good policy and Partnership Information Network (PIN) Guidelines into practice.	‘Balanced Working Lives’ workshop held in Fife in May. FAHT currently ‘piloting’ IT rostering system (OC Planner at no cost until April 2004) which facilitates flexible rostering. This system will be evaluated at beginning of 2004.	Complexity of planning staff rosters to encompass ‘flexibility’, both for staff and the service, and ensuring that the right nurses are in the right place at the right time must be supported by an IT solution

THEME ~ LEADERSHIP

IDENTIFIED ACTIONS	LOCAL PROGRESS TO DATE	FURTHER COMMENT
<p><i>Protected Time:</i></p> <ul style="list-style-type: none"> • Ensure protected time for leadership development • Rostered time for development built into plans 	RCN Programme ~ protected time. LEO programme and Transformational leadership programme provided – programmes held locally, staff rostered to attend	
<p><i>Audit and Evaluation:</i></p> <ul style="list-style-type: none"> • Ongoing audit and evaluation of leadership programmes • Plans backed up by effective monitoring 	LEO programme evaluated at end of each programme. Transformational Leadership module is evaluated at the end of each module by the university Clinical Leadership Facilitator is currently preparing a report evaluating the impact of leadership training	

<p><i>Competency and Core elements:</i></p> <ul style="list-style-type: none"> • National Competency Framework • Foster leadership skills pre registration • Develop Action Learning Sets locally • Facilitated Action Learning groups across organisations • Robust appraisal systems that aid development 	<p>Action learning system for clinical leaders is being developed linking with other service providers to enhance leadership capacity and potential</p>	
<p><i>Leadership Development:</i></p> <ul style="list-style-type: none"> • Rotational posts to encourage leadership • Other specifics to build leadership and capacity • Role models in clinical areas • More creative opportunities to shadow • Ability to ‘fast track’ people who demonstrate leadership potential • Senior staff more visible and ‘walk the job’ 	<p>Rotation programme being undertaken with newly qualified staff and also with staff who wish to enhance their experience.</p> <p>Secondment opportunities for senior nurses including Depute Director of Nursing seconded to Forth Valley as acting Director of Nursing and Associate director of nursing in Forth Valley seconded to Fife as acting Depute Director of Nursing. Secondment opportunities for staff to NMPDU have also taken place.</p> <p>Shortened RCN programme will be offered to staff Senior nurses in ‘managerial’ posts and in Practice Development are spending time working on wards and ‘shadowing’ specialist nurses to raise profile and become more visible and accessible to staff</p>	
<p>NHS Trusts and Boards will be expected to support the continuing development of clinical leaders through the RCN programme and other evaluated development programmes as a signal of commitment to generic leadership development in NHSScotland. An audit of development needs over a three-year period, including integration into development programmes for other health care leaders, will form part of local health plans.</p>	<p>RCN Clinical Leadership: Second cohort of 11 clinical leaders going through programme.</p> <p>FAHT offers Leading an Empowered Organisation (LEO) programme. 3 Courses were held in 2002-2003 attended by 32 members of staff, 2 more courses will be offered 2003-2004</p> <p>FAHT offers a degree level module named Transformational Leadership in Action developed jointly by the Trust and local HEI. 2 modules ran 2002-2003, attended by 25 members of staff, 1 module will run</p>	

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THEME ~ EDUCATION AND TRAINING

IDENTIFIED ACTIONS	LOCAL PROGRESS TO DATE	FURTHER COMMENT
Recognition & Investment in Preceptorship and develop programme as part of the One Year Guarantee.	Trust-wide orientation pack being piloted. Staff have undertaken mentors 'Partners in Learning' programme with University of Dundee (UoD).	
More co-ordinated approaches to placements/allocation of students in final year.	Practice Development Unit and CPPSU (UoD) regular meetings	
More lateral & vertical career development made available through secondment opportunities, rotation/exchange posts etc	<ul style="list-style-type: none"> • Secondments into Practice Development Unit • Secondment for Depute Director of Nursing to Forth Valley as acting Director of Nursing • Secondment for Associate Director of Nursing from Forth Valley as acting Depute Director of Nursing • Secondments to NMPDU and SEHD • Trust Rotation Programme 	
HEI's and Trusts to take a collaborative approach to developing educational programmes, providing expertise and reassurance to the NHS regarding quality. (multi agency/ multi professional)	Transformational Leadership module came to fruition from a need identified in Trust to develop D / E / F grades in leadership. PPDU contacted UoD and a module was developed jointly.	
Training to reduce defensive practice.	As above	
Education providers, Trusts and NHSScotland employers will work together to develop and manage lecturer-practitioner posts. Lecturer-practitioner posts will support nurses and midwives in training in practical situations, bridging the gap between theory and practice.	2 members of staff have joint appointment at UoD. Charge Nurses and Specialist Nurses carry out 'honorary' lecturing at HEIs and FEIs	

THEME ~ NEW ROLES

IDENTIFIED ACTIONS	LOCAL PROGRESS TO DATE	FURTHER COMMENT
<p>Hold debate on development and redefinition of current roles</p> <p>The need to consider the continuum of nursing and midwifery care encompassing support staff through to Consultant staff. Examine the implications for new roles associated with the step on step off points of pre registration education.</p> <p>Need to integrate specialist roles with equally valued expert generalists in remote and rural areas</p>	<p>'New Roles' is a consistent theme of Senior Nurse meetings, raising awareness, stimulating debate</p>	<p>Awaiting Conference and outcomes.</p> <p>The need to value generalist roles cannot be underestimated</p>

THEME ~ WORKING CONDITIONS AND TOOLS FOR THE JOB

IDENTIFIED ACTIONS	LOCAL PROGRESS TO DATE	FURTHER COMMENT
<p>Admin support available to clinical leaders.</p>	<p>Admin support is available for clinical leaders</p>	
<p>Communication. Think more innovatively about communication strategies and more inclusive ways of communicating with Nurses. Eg information about development plans, use of payslips, internet, via locally identified personnel etc...</p>	<p>Quarterly Charge Nurse / Staff Fora are held chaired by Director of Nursing Monthly Team Brief in each Directorate Bank Newsletter being developed</p>	
<p>Access to Information Technology and training should</p>	<p>HR dept provide IT training with designated room at</p>	

<p>be component parts of the plan, eg video conferencing, internet access, e-mail etc...</p>	<p>QMH. The Learning Centre in VHK provided IT training, internet access, plus courses that can be accessed via the web. ECDL training available to all staff. All wards / departments have IT equipment - email and intranet accessed here</p>	
<p>Explore ways of demonstrably valuing expertise at every level - the need to feel valued.</p>	<p>'Actively' listening to staff and taking forward suggestions, ensuring 'win-win'. Examples include discussion with staff around Bank recruitment: pay staff who are currently employed at E grade, E grade rather than D grade. This increased the number of staff on the Bank. Workshops being set up with NAs to discuss / address attendance management.</p>	<p>The need to feel valued cannot be underplayed. Major impact on retention of staff, sickness/absence rates</p>
<p>Options for a national nursing and Midwifery agency and databank will be examined. The aim will be to maintain contact with nurses and midwives throughout their career span, including those having career breaks, those pursuing alternative careers and those who have recently retired. NHSScotland will work with private sector partners on a co-ordinated approach to nurse and midwifery temporary cover, bank and agency arrangements</p>		<p>It is noted that this interesting development is being taken forward with the appointment of a project lead for nationally co-ordinated nurse bank</p>
<p>NHS Trust Chief Executives will be asked to confirm to the Chief Nursing Officer that all nurses have access to information technology and the internet in accordance with national policy during 2002</p>	<p>All wards / departments have IT equipment - email and intranet accessed here</p>	

THEME ~ EMPLOYMENT PACKAGES

IDENTIFIED ACTIONS	LOCAL PROGRESS TO DATE	FURTHER COMMENT
Ways of protecting time for clinical professional development will be developed and piloted in 2002	RCN Programme ~ protected time. LEO programme and Transformational leadership programme provided - programmes held locally, staff rostered to attend	

THEME ~ RESEARCH and EVALUATION

IDENTIFIED ACTIONS	LOCAL PROGRESS TO DATE	FURTHER COMMENT
More use of exit interviews to ascertain why nurses are leaving.	Database set up for exit interview questionnaires. Information reviewed on monthly basis by Nurse Managers and PPDU	

THEME ~ WORKLOAD

IDENTIFIED ACTIONS	LOCAL PROGRESS TO DATE	FURTHER COMMENT
The Scottish Executive will commission: ➤ Integrated research to give better core information on workforce numbers, workload and the working experiences of nurses and midwives		Anticipating report from Pauline Milne

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