

Facing the Future – **A Summary of Actions from the National and Local Conventions**
(Actions from the Facing the Future Action Plan are in bold.)

NHS HIGHLAND

Theme – Careers

Identified Actions	Progress to date	Where Action is to be taken- Nationally	Where Action to be taken - Locally
Implement return to practice placements locally in a way that encourages flexible working.	The managed Information Programmes are currently doing this and are being evaluated. <i>Forty Four Return to practice students have undertaken their practice placements in a variety of settings across NHS Highland</i>	SEHD	Local Trusts
Empowerment of Nursing and role enhancement	FtF are to consider a proposal for a consensus Conference on new nursing roles. This would provide a consultative and engaging approach to the understanding and development of this issue. Currently being pursued, panned and costed with support from, CNO and RCN Scotland	RCN on behalf of SEHD	
Sharing a good practice ‘event’.	To be taken forward locally <i>Poster displays demonstrating practice developments and best practice are on display at Trust events.</i>	NMPDU	Directors of Nursing
Undertake survey of nurses and midwives in Glasgow area, no longer in practice.	Survey undertaken and report completed.	SEHD	
Implementation of cadet scheme as an example of alternative approaches to T&D.	Working group set up	SEHD	
Development of Nurse Consultants and Nurse Consultant networks	Nurse Midwife Consultants Network in place. Network supports the development of nurse/midwife consultants.	SEHD/ NMPDU	
Develop competency based career pathways that fit within a nationally agreed framework	Establishment of Division within SEHD for Learning, Development and Careers.	SEHD	
Effective links required between NHS and HEI’s to	Work ongoing between SEHD and JFU looking at	SEHD	

ensure development of transferable skills. (joint future agenda)	developing a national framework for Health Care Assistants		
Promote the value of nursing knowledge in multi disciplinary teams	Being taken forward by NHS Education for Scotland as part of the wider multi disciplinary agenda	NES	
Eighteen more nurse consultants will be created in Scotland by NHS Boards	<p>Currently 14 consultant nurse midwife posts in place. Two new posts have been approved and we are awaiting date of appointment.</p> <p>8 posts are currently under development</p> <p>6 posts are being considered</p> <p>A number of initiative supporting the development of these posts are underway in partnership with local NHS Trusts.</p> <p><i>A Nurse Consultant Older Adults is in post.</i></p> <p><i>A Nurse Consultant Learning Disability post has been approved by SEHD .</i></p> <p><i>Work is underway to develop proposals for Nurse Consultant Midwifery and Nurse Consultant Cancer Services</i></p>		NHS Boards
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.	<p><i>Work placements for secondary school pupils is offered across NHS Highland.</i></p> <p><i>NHS Highland take part in local and national career conventions promoting nursing as a career.</i></p> <p><i>Regular reports on nursing are presented to Boards and Trust Management Meetings on a regular basis.</i></p>		Directors of Nursing
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.	<p>Guarantee in place as pilot for those exiting training in Autumn 2002 and Spring 2003.48 nurses from Highland Campus Stirling University were appointed on qualification in NHS Highland in 2002 with the remainder offered interview when posts arose.</p> <p>Workforce Monitoring systems are in place to identify suitable vacancies.</p> <p>Posts have been held open to allow students qualifying in August 2003 the opportunity to apply</p>	SEHD/NES	NHS Trusts

<p>The Facing the Future Group will oversee the implementation and evaluation of pilot studies into the effectiveness of Return to Practice initiatives created as part of the Scottish Executive's £1.5 million package.</p>	<p>Return to Practice pilot complete. Funds extended to cover all Return to Practice in NHS Scotland. <i>NHS Highland has offered funding to Return to Practice students in line with national guidance</i></p>	<p>SEHD</p>	<p>NHS Trusts</p>
<p>Nurse Cadet schemes based on innovative clinical placements and supervision arrangements will be introduced in two pilot areas, in partnership with further and higher education institutions or private sector education providers. The schemes will be supported by pump-priming investment from the Scottish Executive.</p>	<p>Achieved. Sub-group established and has met. Looking to develop Healthcare Students rather than embrace a traditional Nurse Cadet Scheme in Scotland</p>	<p>DNS on behalf of SEHD</p>	
<p>The working group on career pathways identified in <i>Caring for Scotland</i> will beset 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.</p>		<p>SEHD SEHD</p>	
<p>The Scottish Executive will fund a recruitment campaign this winter to help reach the care workforce at regional and national level.</p>	<p>Proposal considered but not taken forward at this time.</p>		
<p>The National Workforce Centre will develop a national programme promoting health care professional careers in 2002.</p>	<p>National Workforce Unit now set up. National Workforce committee in place.</p>	<p>SEHD</p>	

Theme – Flexibility

Identified Actions	Progress to Date	Action to be taken Nationally	Action to be taken locally
Extend the bank pilot to other staff groups, eg Ancillary staff	Proposals currently being drafted.	Forth Valley Pilot Project Manager	
Consider retention strategies such as use of sabbaticals, career breaks, info from exit interviews and other flexible working arrangements	Project Plan agreed by the Facing the Future Group	SEHD/CCI	
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.	” ”	SEHD/CCI	
Evidence of flexible working arrangements for nurses and midwives will be collated by the Scottish Executive in 2002, and will be published.	” “	SEHD/CCI	
The role of private sector expertise in delivering effective local nurse and midwife temporary cover through partnership agreements will be developed and evaluated in pilot Trusts during 2002.	Pilot project undertaken in Forth Valley Acute Trust to examine the role of private sector in support of the provision of a flexible nursing workforce. Planned expansion to Primary Care trust to create an Area Bank in Forth Valley.	Elaine McRae, Forth Valley on behalf of SEHD	

Theme - Leadership

Identified Actions	Progress to Date	Action to be taken Nationally	Action to be taken Locally
<p><i>Protected Time:</i></p> <ul style="list-style-type: none"> • Ensure protected time for leadership development <p>Rostered time for development built into plans</p>	<p>RCN Programme has protected time <i>86 nurses in NHS Highland have been supported to undertake the RCN Clinical Leadership programme with a further 48 commencing later this year.</i></p>		<p>Individual Trusts/Nurse Directors</p>
<p><i>Audit and Evaluation:</i></p> <ul style="list-style-type: none"> • Ongoing audit and evaluation of leadership programmes <p>Plans backed up by effective monitoring</p>	<p>This is being done at local level. <i>A short leadership development programme has been piloted and is being evaluated at present.</i></p>		<p>Individual Trusts/RCN</p>

<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 	<ul style="list-style-type: none"> • Will consider for future developments • Would be integral to competency based frameworks. • Developed locally, eg RCN Leadership Programme • <i>As above</i> • Leadership competencies will assist in appraising against leadership qualities <p>All nurses in NHS Highland are offered PDP's (Personal Development Plans) Work is underway to implement the NHS Knowledge and Skills Framework Nurses who have undertaken the RCN Leadership programme have continued their action learning sets. Nurse Directors meet bi-monthly with Stirling University to discuss pre and post registration programmes.</p>	<ul style="list-style-type: none"> • SEHD/NES • NES/SEHD. • • 	<ul style="list-style-type: none"> • Local HR/Nursing Directorates • <i>As above</i> • <i>As above</i> Individual Trusts
<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>Work needs to be done on developing 'Core Elements'. Opportunities to then be identified.</p> <p>A paper on Leadership for Nurses in Highland has been prepared and will be presented to the NHS Highland Board</p> <p>A short leadership programme has been offered to nurses.</p> <p>An Essentials of Management Course has been offered to nurses who have management responsibility.</p> <p>Shadowing experience is offered to nurses across the organisation.</p> <p>Secondment opportunities within practice development, project work and developing and implementing Personal Development Plans have been offered to nurses.</p>	<p>NES</p>	
<p>NHS Trusts and Boards will be expected to support the continuing development of clinical leaders through the RCN programme and other evaluated</p>	<p>Working towards 1000 clinical leaders in Scotland. As at Nov. 2001, 240 attended RCN Leadership Development programme.</p>		<p>NHS Trusts and Boards</p>

<p>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>NHS Highland Strategy for Nursing and Midwifery has development of Leadership for nurses as a key element. A large number of clinical leaders have been supported to undertake the RCN Leadership Programme</p>		
<p>NHS Boards will be required to give clear public commitment to the importance of good quality nursing advice, and will set out how they will ensure this is available to them. The Chief Nursing Officer will implement a review of these working arrangements in April 2002.</p>	<p>This has been achieved through the appointment of Employee Directors as well as Directors of Nursing to NHS Boards following the restructuring of NHS Boards.</p>	/ CNO	NHS Boards
<p>Directors of Nursing will produce annually a career development action plan containing commitments to identified initiatives in each of their NHS Board and Trust areas. The plans will include action on implementation of best employment practice and career development for staff who provide nursing and midwifery care. They will also be reviewed by the <i>Facing the Future</i> Group in 2002.</p>	<p>Issues covered within NHS Highland Annual Report Workforce Planning is a key strategic objective for nursing across NHS Highland. The first 6 PIN Guidelines have been implemented and work is ongoing. Personal Development Plans are in place and nurses are supported to support their individual development needs and career planning.</p>	SEHD	Directors of Nursing in Boards and Trusts
<p>The Scottish Executive has committed to creating a group of 1000 clinical leaders. Part of the commitment includes a further investment in the Royal College of Nursing (RCN) Clinical Leadership Programme, funded as part of the £1.5 million package announced at the Convention.</p>	<p>Mapping exercise undertaken. Progressing towards 1000 clinical leaders by December 2003</p>	SEHD	
<p>The Chief Nursing Officer will review national nursing and midwifery advisory machinery by April 2002.</p>	<p>Agreed to retain the status quo at present pending the outcome of the White Paper</p>	SEHD	

Theme – Education & Training

Identified Actions	Progress to Date	Action to be taken Nationally	Action to be taken Locally
Mechanisms that prepare and provide continuing support for mentors, including e-based resources	Via Practice placement Project	NES	
Establish a framework that ensures all those registering are fit for purpose		NES/	
Establish Clinical/Educational liaison posts (clinically based)		NES	
Recognition & Investment in Preceptorship and develop programme as part of the One Year Guarantee.	Many trusts already doing this. Will be followed up as part of the One Year Guarantee. <i>Preceptorship programmes developed and in use across NHS Highland</i>	SEHD/	Trusts
More co-ordinated approaches to placements/allocation of students in final year.	New Programme features this. Look to evaluate. <i>Directors of Nursing meet with Stirling University bi-monthly to discuss service and education issues including development of placements for pre registration students.</i>	SEHD/ / NES	Trusts
Training to reduce defensive practice.	Taken forward locally <i>Accountability sessions held regularly to promote high standards of professional practice.</i>		Individual Trusts
More lateral & vertical career development made available through secondment opportunities, rotation/exchange posts etc	Taken forward Locally <i>Four joint appointments between Trusts and Stirling University are in place 2 combining teaching and management roles and 2 combining clinical practice and teaching roles.</i> <i>Shadowing is available to nurses to support leadership development and career development.</i>		Individual Trusts

	<i>Project specific secondments are available within practice development and supporting the development and implementation of Personal Development Plans.</i>		
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)	<i>Joint single shared assessment training has been undertaken across NHS Highland in partnership with Social Work Services. CNORIS Level 1 has been achieved across NHS Highland and work is ongoing to meet Level 2. The Service Education Forum involving Directors of Nursing and Stirling University meets bi-monthly.</i>		NES/ Individual Trusts
CPD - Resourcing required to allow equal access to & dedicated time for Continuing Professional Development	£1.75 Million investment <i>Clinical Leadership and Essentials of Management courses available to nurses across NHS Highland. Clinical Skills training is provided for nurses across NHS Highland.</i>		Trusts
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.	<i>Four lecturer practitioner posts are in place across NHS Highland with work ongoing with Stirling University to extend the number of posts. A tri-partite arrangement is in place for the Nurse Consultant Older Adults post with similar posts for Nurse Consultant Learning Disability and Nurse Consultant Midwifery being developed.</i>		Trusts and HEI's
The National Workforce Centre will review the processes for determining the number of students required for entry to the profession as part of its remit to work through the impact of multi-disciplinary service provision.	The SNIP Project Group currently reviewing the process for identifying Student Nurse Intake numbers.	SEHD	
The new Special Health Board for Education will work closely with the Scottish Executive, The United Kingdom Central Council for Nursing and Midwifery (UKCC) and its successor body in monitoring: - <i>quality and appropriateness of clinical</i>		NES	

<p><i>placements</i></p> <ul style="list-style-type: none"> - <i>relevance of the curriculum to modern health care</i> - <i>fitness for purpose of newly qualified cohorts</i> - <i>new preceptorship and mentoring arrangements for newly qualified nurses and midwives</i> 			
<p>The Chief Nursing Officer will set a revised deadline for the creation of satisfactory mentorship training schemes.</p>	<p>This is being taken forward via the contract review meetings and will be discussed in Feb/March 2003</p>	<p>SEHD</p>	
<p>Further work will be done to ensure practice placements allow students nurses and midwives to gain realistic experience. Opportunities for alternative placements in prisons, the independent sector, with agencies and nurses banks will be maximised thorough arrangements with partnership organisations.</p>		<p>SEHD</p>	
<p>The best means of providing learning opportunities for nurses and midwives will be evaluated. Initiatives such as learning directories, videos and portfolios will be considered, with evidence on best practice being drawn from within and outside the public sector.</p>		<p>SEHD</p>	

Theme – New Roles

Identified Actions	Progress to Date	Action to be taken Nationally	Action to be taken Locally
<ul style="list-style-type: none"> • Hold debate on development and redefinition of current roles • 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. • Need to integrate specialist roles with equally valued expert generalists in remote and rural areas 	<p>FtF are to consider a proposal for a consensus Conference on new nursing roles. This would provide a consultative and engaging approach to the understanding and development of this issue. Currently being pursued, planned and costed with support from, CNO and RCN Scotland</p>	<p>RCN and SEHD</p>	
<p>Develop roles that can support pre and post course registration education as well as ongoing needs of staff associated with a workforce that was fully committed to lifelong learning</p>	<p>Via practice placement Project RCN developing ‘Toolkit’ for Student Placements?</p>	<p>NES</p>	
<p>Interim recommendations on new roles arising from the work of the Nursing and Midwifery Practice Development Unit (NMPDU) and the Nursing Research Initiative for Scotland (NRIS) will be reviewed by Directors of Nursing and, if appropriate, implemented into service by September 2002</p>	<p>This action relates to the role development actions taken forward by Pat Dawson. Need to consider whether we need both or an integration of the two.</p>	<p>NMPDU/ SEHD/ NRIS</p>	
<p>Pilots for non traditional roles will be promoted</p>	<p>Linked to Consensus Conference on Nursing Roles</p>	<p>RCN and</p>	

across all care settings, with an expectation that the Remote and Rural Areas Resource Initiative (RARARI) will bring forward specific initiatives for rural areas in early 2002	due in late 2003	SEHD	
--	------------------	------	--

Theme – Working Conditions and Tools for the Job

Identified Actions	Progress to Date	Action to be taken Nationally	Action to be taken Locally
Admin support available to clinical leaders.	To be taken forward locally. <i>Raised but as yet unresolved.</i>		Individual Trusts
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...	To be developed locally – (in partnership) <i>An NHS Highland Communication Strategy has been developed and implemented.</i> <i>All nurses have email and internet access.</i>		Trusts – HR/Nurse Directorate
Access to Information Technology and training should be component parts of the plan, eg video conferencing, internet access, e-mail etc...	IM&T Strategy. Local implementation of IM&T Strategy	SEHD	Individual Trusts
Explore ways of demonstrably valuing expertise at every level – the need to feel valued.	To be taken forward locally. <i>Team Brief and Newsletters contain reports of good work and activities involving staff both within and outside work</i>		Individual Trusts
Supportive work packages to realistically achieve PIN Guidelines in rural and remote areas, eg Child care facilities with transport costs being considered.	To be taken forward locally. Executive to consider systems that would support individual trusts. <i>6 PIN guidelines have been implemented across NHS Highland.</i> <i>Child care facilities are available in some areas.</i>	SEHD	Individual Trusts
Treatment of students within placement areas in relation to bullying & harassment.	Via Practice Placement Project. RCN working with Napier University and Students on Bullying & Harassment issues <i>Directors of Nursing meet twice yearly with students</i>	RCN, Napier University/ NES	

Theme – Working Conditions and Tools for the Job – continued

Identified Actions (continued)	Progress to Date (contd)	Action to be taken Nationally (contd)	Action to be taken Locally (contd)
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	National 'Skills' Bank Bids received for a Nurse Bank pilot in Forth Valley NHS Board	SEHD SEHD	
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	Executive visited all NHS Boards in Scotland. 'Budgetscan' being piloted in 17 NHS Trusts in Scotland. 5000 European Computer Driving Licences (ECDL's) made available across Scotland with a further 5000 to follow. Executive to increase funding for investment in IM&T <i>All nurses have access to e mail and the internet.</i> <i>CD Rom packages are available to support computer training.</i> <i>ECDL's are available to nurses.</i> <i>Budgetscan available in the Acute Trust.</i>	SEHD	Individual Trusts
Proposals for leaders in clinical areas (Sisters/nurses) to be provided with an unallocated budget for their discretionary use within their clinical area will be considered.	It was agreed that there would be better value for money in providing resource for CPD purposes. This has been actioned	SEHD/ NES	

Joint Initiatives with public and private partners to increase flexibility around school hours and childcare provision to support staff working in public services will be examined, with a view to inclusion in local Health Plans from 2003.		SEHD	
---	--	-------------	--

Theme – Employment Packages

Identified Actions	Progress to Date	Action to be taken Nationally	Action to be taken Locally
Acknowledgement of skills and competencies via financial incentives & reward.	<i>Via Agenda for Change.</i>	SEHD	
Current Grading system is a barrier to career progression, particularly in rural areas. The ability to remunerate nurses and midwives for their competency and contribution would allow greater utilisation of experienced practitioners not presently achievable within the grading system	The Scottish Executive recognises that the current grading system does not meet the needs for today's NHS and this is being addressed in the National negotiations on Agenda for Change – Modernising the NHS Pay System. A key part of the system will be a new job evaluation system, which has been developed in partnership with representatives of all 4 UK Health Departments, NHS Management and Staff representatives. These negotiations have been successfully concluded. Details of what the new package will mean for individual staff groups should emerge in the next few weeks. The package will then go forward for consultation and , if agreed, will be implemented from October 2004 in Scotland.	SEHD	
Active and supported redeployment of staff from retracting Primary Care facilities	To be developed locally in partnership with staff side, local authority, voluntary agencies etc..	Not applicable	Primary Care Trusts
The Scottish Executive will set up a process through national partnership arrangements to examine priority employment issues before full implementation of <i>Agenda for Change</i>.		SEHD	
Ways of protecting time for clinical professional development will be developed and piloted in 2002	RCN Leadership Development programme ensures protected time for leadership development <i>Being assessed on an ongoing basis.</i>		Trusts/Nurse Directors

Theme – Research & Evaluation

Identified Actions	Progress to Date	Action to be taken Nationally	Action to be taken Locally
More use of exit interviews to ascertain why nurses are leaving.	To be taken forward locally.	Used selectively	Trusts – HR /Nurse Directors
<p>The Scottish Executive will commission:</p> <ul style="list-style-type: none"> ➤ Integrated research to give better core information on workforce numbers, workload and the working experiences of nurses and midwives ➤ Research on the appropriate qualities for entry to nursing and midwifery training, to form part of student entry assessment and recruitment of nurses and midwives ➤ Research into the activity of nurses at different levels within NHSScotland, to inform the Workforce Centres’ research on future patterns of working ➤ Research into factors that would entice non-practising nurses and midwives back into practice. ➤ Research into the effectiveness of nurse consultants, to inform decisions about further expansion and their role in the career pathway <p>Evaluation of the flexible ways of working/flexible ways of thinking training programme and the pilots of nurse and midwife temporary cover schemes</p>	<p>Research paper undertaken on Scotland’s nursing workforce. ‘Shortages and Solutions’ looks at current national and international issues of nurse supply and demand as well as offering possible solutions.</p> <p>Via Nurse Cadet paper</p> <p>Undertaken via Facing the Future Group</p> <p>Return to Practice</p>	<p>Professor Jim Buchan on behalf of SEHD</p> <p>DNS on behalf of SEHD</p> <p>CEO on behalf of SEHD</p> <p>SEHD</p> <p>SEHD</p> <p>SEHD</p>	
Impact of Joint Futures Agenda			
Impact of Local Authority Recruitment Strategies			

Sub-Theme – Workload

Identified Actions	Progress to Date	Action to be taken Nationally	Action to be taken Locally
<p>The Scottish Executive will commission:</p> <ul style="list-style-type: none"> ➤ Integrated research to give better core information on workforce numbers, workload and the working experiences of nurses and midwives 	<p>To be lead by Gerry Marr (previously Maggie Boyle).</p> <p>A number of Trusts are using ‘Simulate’ which models work flow through the work system, eg that within Grampian. Medical Receiving acknowledged as area of priority.</p>	<p>CEO/DNS on behalf of SEHD</p>	

*** Note, all actions noted at National Convention(19/11/01) in bold.**