

Facing the Future - response from Lothian Primary Care Trust

Theme - Careers

Identified Actions	Progress to date	Where Action is to be taken- Nationally	Where Action to be taken - Locally	Action within the Trust
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.	SEHD	Local Trusts	RTP up and running within the Trust. Two programmes in place 4-week stand-alone, plus the RCN distance learning programme. Current programme is running in conjunction with LUHT, and Pan Lothian Programme started in partnership from Borders Trust
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, planned and costed with support from, CNO and RCN Scotland	RCN on behalf of SEHD		Pan Lothian Nursing Career plan being developed with included nursing enhancement
Sharing a good practice 'event'.	To be taken forward locally	NMPDU	Directors of Nursing	Nursing Assistant Conference held in May 2003, and Annual Nursing Conference scheduled for end October 2003 by LPCT. Other good practice events and roadshows in place - which included presentations by nurses

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		First cohort of Nursing Assistants recruited onto HNC in Health Care course at Jewel and Esk - joint interviewing with Napier University ensures potential fast tracking next year onto nursing courses.
Development of Nurse Consultants and Nurse Consultant networks	Nurse Midwife Consultants Network in place. Network supports the development of nurse/midwife consultants.	SEHD/ NMPDU		Two nurse consultants been in post for mental health and sexual health for almost two years. Third, in learning disability due to start soon
Develop competency based career pathways that fit within a nationally agreed framework	Establishment of Division within SEHD for Learning, Development and Careers.	SEHD		Competency based tools in place for G Grades and staff nurse roles,
Effective links required between NHS and HEI's to ensure development of transferable skills. (joint future agenda)	Work ongoing between SEHD and JFU looking at developing a national framework for Health Care Assistants	SEHD		Pan-Lothian 'Healthcare Academy' work in progress.
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		Nursing represented on all key Trust Working Groups
Eighteen more nurse consultants will be created in Scotland by NHS Boards	Currently 14 consultant nurse midwife posts in place. Two new posts have been approved and we are awaiting date of appointment. 8 posts are currently under development 6 posts are being considered A number of initiative supporting the development of these posts are underway in partnership with		NHS Boards	See above

	local NHS Trusts.			
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.			Directors of Nursing	Trust working with local schools to facilitate work experience in NHS - not only in recognised HS professions, but across all disciplines
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.	Guarantee in place as pilot for those exiting training in Autumn 2002 and Spring 2003.	SEHD/NES	NHS Trusts	We will be able to employ anyone who wishes to work in LPCT, not necessarily in their area of choice.
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.	Return to Practice pilot complete. Funds extended to cover all Return to Practice in NHSScotland.	SEHD	NHS Trusts	Pan Lothian approach to Return to Practice has started.

<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>As above</p>
<p>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.</p>		<p>SEHD SEHD</p>		<p>Lothian Nursing Directors working on career plan throughout the area with service and academic colleagues</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>Action in this area is being explored by Lothian's taskforce on agency and bank nursing and by the Nursing Directors in Lothian.</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>		<p>This is a priority for LENG</p>

Theme - Flexibility

Identified Actions	Progress to Date	Action to be taken Nationally	Action to be taken locally	Action within the Trust
Extend the bank pilot to other staff groups, eg Ancillary staff	Proposals currently being drafted.	Forth Valley Pilot Project Manager		Lothian Taskforce working on this area
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		Lothian Nursing Directors working on career plan throughout the area with service and academic colleagues
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		LPCT has a specific project ongoing on flexible working relating to local mapping of all wards in the trust. Establishments being enhanced in relation to patient acuity and dependency, and demand.
Evidence of flexible working arrangements for nurses and midwives will be collated by the Scottish Executive in 2002, and will be published.	" "	SEHD/CCI		As above
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	Action within the Trust
<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>	RCN Programme has protected time		Individual Trusts/Nurses Directors	G Grade development programme in place for all charge nurses in the Trust, across community and hospital - courses evaluated and action learning sets in place.
<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>	This is being done at local level.		Individual Trusts/RCN	As above
<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 	<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>CPD Framework in place for all nurses.</p> <p>Clinical supervision steering group continuously improving this professional requirement.</p> <p>Action learning sets in place for G Grades (see above)</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 	Work needs to be done on developing 'Core Elements'. Opportunities to then be identified.	NES		Career Plan being developed - see above

<ul style="list-style-type: none"> • 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>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>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>See above</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>	<p>/ CNO</p>	<p>NHS Boards</p>	<p>Nursing Director in Lothian now employed part-time in dedicated hours for the nursing advisory role</p>
<p>Directors of Nursing will produce annually a career development action plan containing commitments</p>		<p>SEHD</p>	<p>Directors of Nursing in Boards and</p>	<p>In progress</p>

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.			Trusts	
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.	Mapping exercise undertaken. Progressing towards 1000 clinical leaders by December 2003	SEHD		See above
The Chief Nursing Officer will review national nursing and midwifery advisory machinery by April 2002.	Agreed to retain the status quo at present pending the outcome of the White Paper	SEHD		

Theme - Education & Training

Identified Actions	Progress to Date	Action to be taken Nationally	Action to be taken Locally	Action within the Trust
Mechanisms that prepare and provide continuing support for mentors, including e-based resources	Via Practice placement Project	NES		Lothian Nursing Alliance monitors this as well as local liaison groups with trust and HEIs.
Establish a framework that ensures		NES/		Preceptorship programme set up

all those registering are fit for purpose				jointly with LPCT and LUHT
Establish Clinical/Educational liaison posts (clinically based)		NES		Two joint posts in place - more planned
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.	SEHD/	Trusts	See above
More co-ordinated approaches to placements/allocation of students in final year.	New Programme features this. Look to evaluate.	SEHD/ NES	Trusts	Post dedicated to this for the community and student nurse teaching programme in place
Training to reduce defensive practice.	Taken forward locally		Individual Trusts	'No blame' culture promoted in training and in the way we deal with complaints, medication errors and continuous improvement.
More lateral & vertical career development made available through secondment opportunities, rotation/exchange posts etc	Taken forward Locally		Individual Trusts	Career Plan being developed in Lothian
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)			NES/ Individual Trusts	CPD Framework of accredited modules in place
CPD - Resourcing required to allow equal access to & dedicated time for Continuing Professional Development	£1.75 Million investment		Trusts	CPD budget for Nurses held by Nursing Director and reviewed annually with senior nurses in terms of training needs. Professional Development Unit addresses local training and up-skilling needs of nursing staff.

<p>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.</p>			Trusts and HEI's	Joint Posts in place
<p>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.</p>	<p>The SNIP Project Group currently reviewing the process for identifying Student Nurse Intake numbers.</p>	SEHD		
<p>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:</p> <ul style="list-style-type: none"> - <i>quality and appropriateness of clinical placements</i> - <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> 		NES		
<p>The Chief Nursing Officer will set a revised deadline for the</p>	<p>This is being taken forward via the contract review meetings and will</p>	SEHD		

creation of satisfactory mentorship training schemes.	be discussed in Feb/March 2003			
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.		SEHD		As above
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.		SEHD		Ongoing and progressed by PDU and OD and Training Department within the Trust

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 	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	RCN and SEHD		<p>Work progressing to examine the development of nurse-led clinics in primary care building on existing nurse triage systems.</p> <p>Pan Lothian work will take place in relation to development of</p>

<p>Consultant staff. Examine the implications for new roles associated with the step on step off points of pre registration education.</p> <ul style="list-style-type: none"> • Need to integrate specialist roles with equally valued expert generalists in remote and rural areas 	with support from, CNO and RCN Scotland			specialist nursing roles
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	Via practice placement Project RCN developing 'Toolkit' for Student Placements?	NES		Career planning across Lothian being progressed
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	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.	NMPDU/ SEHD/ NRIS		
Pilots for non traditional roles will be promoted 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	Linked to Consensus Conference on Nursing Roles due in late 2003	RCN and 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.		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)		Trusts - HR/Nurse Directorate	Various methods currently used to engage, involve and communicate with nurses throughout the Trust
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	Work on-going. Progress being made
Explore ways of demonstrably valuing expertise at every level - the need to feel valued.	To be taken forward locally.		Individual Trusts	See above re nursing conferences
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.	SEHD	Individual Trusts	Flexible working project is addressing this
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	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		All Lothian Trusts currently working collaboratively in taking forward management of Bank and Agency staff.
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	SEHD	Individual Trusts	
Proposals for leaders in clinical areas (Sisters/nurses) to be provided with an unallocated budget for their discretionary use	It was agreed that there would be better value for money in providing resource for CPD purposes. This has been actioned	SEHD/ NES		

within their clinical area will be considered.				
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.	SEHD		

	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.			
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..		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		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.		Trusts - HR /Nurse Directors	Exit interviews in place
The Scottish Executive will commission:	Research paper undertaken on	Professor		R&D infrastucture reasonably well developed with a nurse who is the

<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 ➤ Evaluation of the flexible ways of working/flexible ways of thinking training programme and the pilots of nurse and midwife temporary cover schemes 	<p>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>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>		<p>R&D Manager taking a lead in developing our portfolio across the trust.</p> <p>We have a 'nursing studies partnership' which is targeting the development of research in community and primary care.</p> <p>The number of research active nurses is good compared with national benchmarks</p> <p>Trust has R&D strategy agreed by the Board with targets to achieve over time</p>
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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 <i>Gerry Marr</i> (previously <i>Maggie Boyle</i>).</p> <p>A number of Trusts are using 'Simulate' which models work flow through the work system, eg that within <i>Grampian</i>. <i>Medical Receiving</i> acknowledged as area of priority.</p>	<p>CEO/DNS on behalf of SEHD</p>		<p>Nursing Director has led a review of hospital staffing levels (2002) and health visiting has also been reviewed (July 2002). District nursing review almost complete.</p>

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