Developing people for health and healthcare

13 February 2013

Nursing Workforce: quality care in a multidisciplinary team

Supporting multiprofessional education and training for the whole workforce

Lisa Bayliss-Pratt
Director of Nursing

NHS
Health Education England

Context

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Monitor
Independent Regulator of NHS Foundation Trusts

The Mid Staffordshire NHS Foundation Trust Inquiry

Independent Inquiry into care provided by Mid Staffordshire NHS Foundation Trust: January 2005 - March 2009
Chaired by Robert Francis QC

NHS
West Midlands

Royal College of Nursing

DH Department of Health

NMC Nursing & Midwifery Council

Care Quality Commission

Introduction

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"HEE will provide leadership for the new education and training system. It will ensure that the shape and skills of the future health and public health workforce evolves to sustain high quality outcomes for patients in the face of demographic and technological change."

"HEE will ensure that the workforce has the right skills, behaviours and training and is available in the right numbers, to support the delivery of excellent healthcare and drive improvement. HEE will support healthcare providers and clinicians to take greater responsibility for planning and commissioning education and training through development of the Local Education and Training Boards (LETBs) which are statutory committees of HEE."

HEE's Raison d'etre

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HEE and our LETBs are the NHS engine that will deliver a better health and healthcare workforce for England.

We are responsible for the education; training; and personal development of every member of staff, and recruiting for values from our schools and into our Universities.

We are employer led, to provide the right workforce, with the right skills and values, in the right place at the right time, to better meet the needs and wants of patients.

Our mission is to improve health outcomes for the people of England by developing people for health and healthcare.

Accountability of HEE

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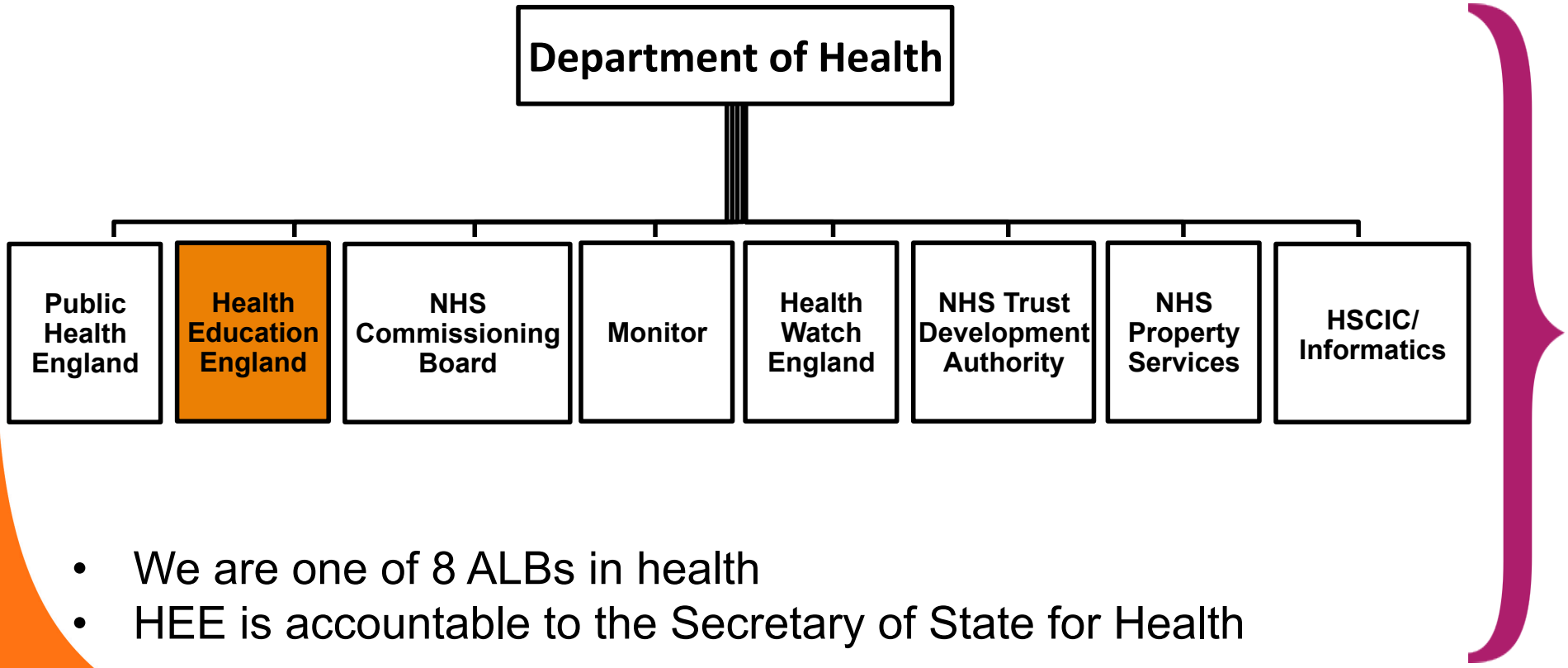

- We are one of 8 ALBs in health
- HEE is accountable to the Secretary of State for Health

Clarity of Purpose

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- Quality of care is our organising principle

- We have a whole workforce responsibility
  - Band 1-4
  - CPD
  - Undergraduate and postgraduate education
  - Careers Service

    - We will operate through our LETB's and on a principle of distributed leadership

Our priorities now

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1. Start up HEE
   – cultures and values

2. Getting the basics right
   – delivering today
   – safe transfer

3. Live issues

4. Ambition for tomorrow

Core values

- Respect and dignity
- Commitment to quality care
- Compassion
- Improving lives
- Working together for patients
- Everyone counts

- Pride in working for HEE
- Pride in being a healthcare professional

Outcomes

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"HEE exists for one reason alone – to improve the quality of care delivered to patients."

Success criteria

- Improvements in safety
- Improvements in experience
- Improvements in clinical outcomes
- Spreading innovation

LETBs

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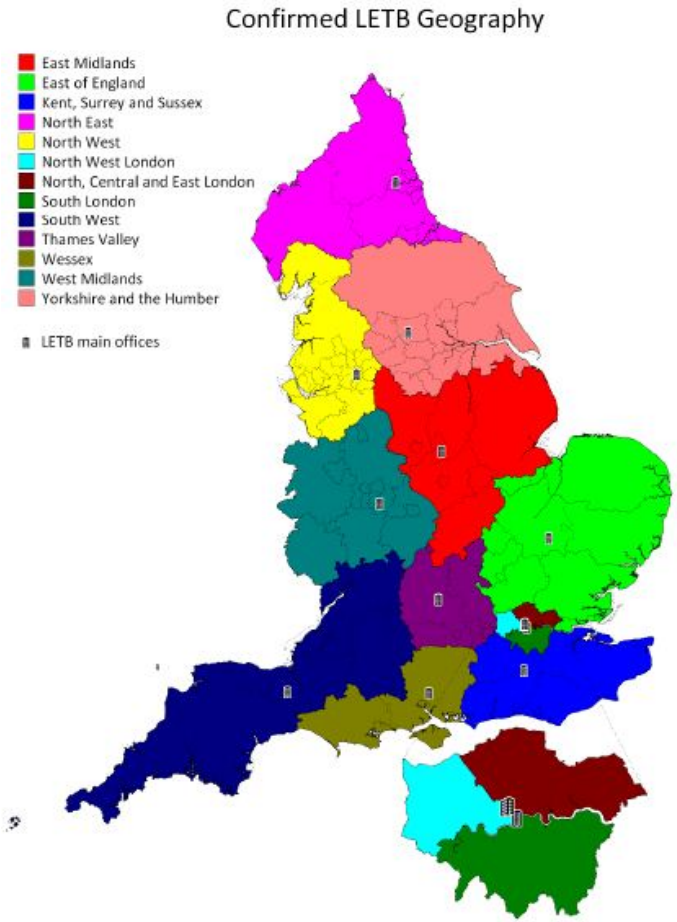

- Total of 13 LETBs
- Committees of HEE
- Not Statutory Bodies
- Provider led
- Stakeholder representation
- Core leadership of:
  - Managing Director
  - Independent Chair
  - Director of Education and Quality
  - Head of Finance
- Dispersed HEE leadership
- Deaneries part of LETBs

The Six Cs in Education and Training

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- Care
- Compassion
- Competence
- Communication
- Courage
- Commitment

Around £4.9bn funding

Around £10,000 a minute

Around 1900 HEE staff supporting..

91,000 non-medical pre-reg

44,600 post grad medical and dentistry

23,000 under grad medical and dentistry

Around 159,000 students in system now

Quality and safety

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- £10,000 per minute spent on student education and training
- 1 million face-to-face interactions with patients every 36 hours
- Listen and learn
- Transparency
- Nursing career must be first choice

Recruiting for values

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- Situational judgement tests (SJTs) are work-relevant assessments that:
  - Present challenging situations likely to be encountered
  - Require candidates to make judgements about possible responses
- SJTs focus on values and professional attributes:
  - Integrity
  - Empathy
  - Resilience
  - Team working
- Reliable, cost effective assessments, popular with applicants and increasingly used for education/ development

Recruiting for values

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You review a patient on the surgical ward who has had an appendectomy earlier in the day. You write a prescription for strong painkillers. The staff nurse challenges your decision and refuses to give the medication to the patient.

Choose the **THREE most appropriate** actions to take in this situation:

1. Instruct the nurse to give the medication to the patient
2. Discuss with the nurse why she disagrees with the prescription
3. Ask a senior colleague for advice
4. Complete a clinical incident form
5. Cancel the prescription on the nurse's advice
6. Arrange to speak to the nurse later to discuss your working relationship
7. Write in the medial notes that the nurse has declined to give the medication
8. Review the case again

Recruiting for values

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Ensuring patient safety is key to this scenario. It is important to discuss the nurse's decision with her as there may be something that you have missed when first reviewing the patient. Therefore it would also be important to review the patient again.

Also relating to this is the importance of respecting the views of colleagues and maintaining working relationships, even if there is disagreement. As there has been a disagreement regarding patient care, it is important to seek advice from a senior colleague.

Future workforce

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"I am confident that a cooperative and collaborative approach between service and education providers will give us a future workforce that will not only deliver high quality care, but will also be equipped to develop and deliver new and dynamic services for patients."

Some specific HEE actions…

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Continuing development of Clinical Academic Careers for Nurses and Midwives

Ensure EOF reflects the 6 Cs

Make multi-disciplinary teams the norm in education

Make employer led planning a reality

More focus in curricula, on…

- Illness prevention
- Every contact counts
- Bio markers in personalised care
- Service improvement techniques
- Leadership

For further enquiries

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Visit: www.hee.nhs.uk

Email: hee.enquiries@nhs.net

Twitter: @NHS_HealthEdEng