Nursing leaders: who represents nurses in the community?

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Nursing in Practice: Northampton

May 2017
Five Year Forward View
October 2014

- Lifestyle: obesity and alcohol
- Clear objectives with better data
- Staff engagement and improved teamwork
- Strengthen frontline with better pay
- New models of care and local payments
  - Multi-speciality community providers
  - Dissolving boundaries with social care
  - Confederations, Vanguards, GP Consortiums
GP 5 Year Forward View

Workforce:
5000 GPs, 3000 Mental Health workers,
1500 pharmacists, nationally funded support for PNs

Workload:
Cut in red tape, reduce inappropriate demands,
reduce CQC inspections

Infrastructure
Better records and more sharing, improved premises,
improved IT, more staff

Care redesign
Improved access all hours, integrated primary & community care,
more staff & development, improved signposting for patients
New era for nursing?

VANGUARDS meet complex needs
Span all healthcare needs, ages, locations
Long term conditions are central
Avoiding hospital admission and A&E
Disbanding barriers
Improving efficiency

Nursing to lead the new models
NHS Nursing & Numbers

- NHS employs 315,000 nurses
- 15% from outside EU: down 95% since 2000
- 10,000 extra nurses employed 2012-15
- Use of agency nurses up 150%
- Agency spend 2011-15 doubled to 7% staff spend
- Agency fees up 31% 2012-15
- £980million agency spend p/y = 28,000 permanent nurses
- Takes 3 years to plug gaps with new nurses
- RTP: in 1999-04 18,500 returned; in 2015 only 1300
NHS Nursing shortages

- 15,000 WTE vacancies in England
- Expected 50,000 in 2018
- Most vacancies in adult nursing services
- Nurses on the Home Office Shortage Occupations List
- Drop in training places
- June 2014: 1 nurse/8 hospital patients
- CQC repeated concerns staff shortages:
  - 13% in hospital, 10% care homes, 9% primary care
  - Reviewing ratios in care homes: 78% staff on min wage
- Community ratios needed: 47% decline DNs in 10 yrs
- Ratios in general practice should be easy
Trends 2010-15

nurse/patient ratios admissions--------- length stay..........  
Source: NHS Improvement workforce Analysis Report Feb 2017
Who leads for nursing?

Viv Bennett Public Health England
Director Nursing & Midwifery

Janet Davies
RCN
general secretary

Terese Massey
RCN PN Forum

Jane Cummings
NHS England Chief Nurse

Simone Stevens
CEO NHS

Robert Francis
CQC

Jackie Smith
NMC Chief Exec

Helene Donnelly
NHS Whistleblower
Challenges for independently employed nurses

1. Not working in NHS structures
2. Independent businesses employ own nursing workforce
3. Sharing common professional issues
4. Recognised Leaders

Most nursing ‘leaders’ represent NHS nurses
General Practice Nurses

- +18,000 PNs independently employed: 92% PT
- 10,600 practices

- No consistent role/competency/remuneration
- Variable recruitment & employment practices
- Training variable: funding haphazard
- Few specialist qualified GPNs
- Lack of practice nursing leadership & networks: to cascade and to inform
QNI Report 2016
General Practice Nursing in the 21st century: a time of opportunity

- Called for higher profile and career path for GPNs
- More student placements
- 1 in 3 PNs to retire by 2020
- 43% felt team had insufficient training to meet needs
- Only 35% felt salary reflected role
- 22% had 2 jobs
- 53% felt employer supported their professional development
Health & social care nursing

- 55% nurses employed outside NHS
- Independent providers
- 420,000 care sector beds
- Inconsistent skilling & professional awareness
- Nursing misunderstandings and conflict
- Nurses needed in care homes: LTCs
- PNs are a vital professional link

Most nursing ‘leaders’ represent NHS nurses
Common Professional issues

- NMC Revalidation
- Review of pre-reg nursing training
  - Associate nurse
- Education and Career Framework
- HCA roles
  - Care Certificate, Assistant practitioner
- Leaders to support, cascade and inform
- Reporting safety concerns:
  - Whistleblowing Francis report  PN risky
Freedom to Speak Up
Independent review  March 2015

WHISTLEBLOWING report by Robert Francis QC
- Difficult for nurse trainees to report
- Agency staff had fresh eyes but not the protocols
- Outlined PN difficulties reporting employer and no nurse lead
- DUTY of CANDOUR for all staff from April 2015

Watch out for:
- All staff/students trained with Whistleblowing Toolkit
- Freedom to Speak Guardian to be appointed in every trust/CCG
Who leads non-NHS Nurses?

? YOUR practice team leader
? CCG dedicated PN Facilitator
? Primary Care Workforce Tutors
? CCG Chief Nurse: commissions Quality & Safety
? CCG Governing Body nurse
? NHS England Region: Director of Nursing

…….provides professional leadership to all members of the nursing and midwifery professions in the region, bringing greater clarity for front line staff………

? Royal College GP    Local Medical Committee    NHS Alliance
Primary Care Workforce Tutors

- Developing community workforce: less A&E
- Support national training framework for DN & PN skills and standards
- Staffing levels
- Community as first destination
- Programme for hospital nurses to transfer to community
- Developing longer placements and fewer mentors
Leaders......

Influence others by what they say, how they say it and what they do

Brave
Motivating
Empower others

Convey vision
Create a climate for growth and development

Encouraging

Listen - and are listened to
Are respected:
Respect others

Take risks

Support succession planning

Influence others by what they say, how they say it and what they do
Nurses are natural leaders...........

60% population think nurses are the most undervalued profession

- Shelter a student
- Link with Nursing Home nurses
- Befriend an overseas nurse
- Welcome an agency nurse
- Encourage Return-to-Practice nurses
- Thank new nurses in pioneering roles
- Support YOUR nurse team leader & PCWTs