Developing a workforce fit for the future: A model for the delivery of In-Service Education for Nurses and Midwives working in Northern Ireland

Sandra Carruthers
Nurse Education Consultant
HSC Clinical Education Centre for Nursing, Midwifery and Allied Health Professions, Northern Ireland
Aim of the session

- To describe the development of the regional centre for the provision of in-service education in Northern Ireland

- Discuss the opportunities and challenges associated with developing such a centre

- Outline the governance and accountability issues relating to the conduct of the regional centre
Now for a Geography Lesson!!
Who has been to Ireland?
More importantly, who has been to Northern Ireland?
Origins – a bit of history

- Up until 1997 all pre-registration nurse education up to Diploma Level (P2000) was delivered in all of the 5 Colleges of Nursing in Northern Ireland.

- The University of Ulster provided pre-registration at Degree Level.

- In 1997, the 5 Colleges of Nursing ceased to exist in their original form when all pre-registration education transferred to The Queen’s University of Belfast as Degree Level Courses.

- What about the future of staff who worked in the Colleges Teachers and Administrative?

- And what about the existing in-service education programmes that the former Colleges of Nursing made provision for?
Results of consultations with Trusts

- Trusts wanted education that was responsive to need and to be delivered as close as possible to the practice setting.
- 3 Consortia were set up to deliver in-service education to all of the Health Trusts in the province.
Decisions.....decisions ?????

- At that time, road shows were set up by all 3 consortia to help teaching staff from the former Colleges of Nursing and Midwifery make decisions about their future, either transfer to Queen’s University or join one of the above consortia.
In 1997 the business case submitted to DHSSPS covered:

- Teaching staff - salaries and wages
- Administrative Support – salaries and wages
- Goods and Services
- 1 Nurse Education Consultant to 700 Nurses
- Situation to be reviewed after 6 years
Further amalgamations

- November 2011, saw the full integration of all consortia to form 1 regional organisation for the whole of Northern Ireland

- Known as the Health and Social Care (HSC) Clinical Education Centre (CEC) for Nursing, Midwifery and Allied Health Professionals

- Monies ring - fenced for the provision of in-service education for nurses and midwives (HCA’s)
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Resources

HSC Clinical Education Centre
Altnagelvin Area Hospital

HSC Clinical Education Centre
Fern House, Antrim

HSC Clinical Education Centre
Clady Villa
Knockbracken Healthcare Park

HSC Clinical Education Centre
Craigavon Area Hospital
HSC Clinical Education Centre

Workforce of 64

- Office Managers x 3
- Secretaries/Course Administrators
- 2 AHP Staff
- 48 Teaching Staff Including Senior Management
- 14 Administration Staff
- Head of Unit (AHP)
- Coordinator (AHP)
- Director of Unit
- Assistant Directors
- Senior Managers
- Nurse/Midwife Education Consultants
Who are our key Stakeholders?

- Responsible for the delivery of in-service education to the 16,500 nurses and midwives employed by the NHS in Northern Ireland working in the 5 HSC Trusts in Northern Ireland

- Northern HSC Trust
- Southern HSC Trust
- South Eastern HSC Trust
- Western HSC Trust
- Belfast HSC Trust

- Sponsoring Branch of DHSSPSNI (Paymaster)
- Education Commissioning Group
Other Stakeholders

- Northern Ireland Ambulance Service
- Northern Ireland Prison Service
- Northern Ireland Hospice
- South Eastern Hospice
- Independent Sector e.g. Private Nursing Homes, Residential Care Homes, Voluntary Sector and Charities
So what do we do?

Range and Design of Programmes

- CPD
- Response to public inquiries, e.g. Hyponatraemia and the C Difficile Outbreak Enquiries
- Response to learning from Serious Adverse Incidents (SAIs) requested by the Department of Health
- Enable implementation of new policies or strategies
  - Trusts’ Reform and Modernisation plans
  - NI Strategy for Nurses and Midwives
  - Supervision Policy
  - Key Drivers such as “Transforming Your Care” – known as TYC
How do we do it?

- A Business Model Approach was used leading to the development of a Service Level Agreement with each of our key Stakeholders with the expectation that we would deliver at 100%
Trusts were asked to submit the numbers of Nurses by speciality

Each Trust was allocated a percentage based on the numbers returned
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Percentage allocation per Trust

Nursing & Midwifery

- 5390, 34%
- 2714, 17%
- 2721, 17%
- 2468, 15%
- 2812, 17%

- Belfast
- Northern
- South Eastern
- Southern
- Western
The next part of the equation was to look at the delivery of the available workforce within the Clinical Education Centre:

\[182 \times 18.5 = 3,367\ \text{days}\]
<table>
<thead>
<tr>
<th>Days</th>
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<tbody>
<tr>
<td>52 weeks x 5 days</td>
<td>260</td>
</tr>
<tr>
<td>Less annual leave</td>
<td>-33</td>
</tr>
<tr>
<td>Less stat days</td>
<td>-10</td>
</tr>
<tr>
<td><strong>217</strong> Available</td>
<td></td>
</tr>
<tr>
<td>Productive days</td>
<td>182</td>
</tr>
<tr>
<td>Based on business model from legacy PSU</td>
<td></td>
</tr>
<tr>
<td>Remainder</td>
<td>35</td>
</tr>
<tr>
<td>Contingency</td>
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**Business Model - Allocation of Days**

<table>
<thead>
<tr>
<th>Role</th>
<th>Days</th>
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</thead>
<tbody>
<tr>
<td>Director</td>
<td>50</td>
</tr>
<tr>
<td>Deputy Director (s)</td>
<td>120</td>
</tr>
<tr>
<td>Senior Managers</td>
<td>910</td>
</tr>
<tr>
<td>Nurse consultants (x 18.5)</td>
<td>3,367</td>
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<tr>
<td><strong>Total 25.5 staff</strong></td>
<td><strong>4,447 days</strong></td>
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What do we do?

- **Open Short Courses** – can range from 3-6 days e.g. Infection Control Course for Link Nurses (7 days); Management of Leg Ulceration (3 days)

- **Open Study Days** – usually half, full day or 2-day programmes designed to cover a wide range of topics – can be referred to as: High volume/low cost topics, for example: Venepuncture; Cannulation; Mandatory Training; Adult Safeguarding; Manual Handling
Consultancy Days – time spent with a Trust delivering a bespoke programme or course which is tailored to the needs of the Trust or a client, for example:

“Management of Neurogenic Bowel Dysfunction following Spinal Cord Injury”

Website

www.cec.hscni.net
HSC Clinical Education Centre

- Uptake of courses from April 2012 to the end of March 2013

  - Open Study Day places 18,112
  - Open Short Course places 848
  - Consultancy Days 1558.50
Challenges and Opportunities associated with developing the centre
Challenges

- At the time of integration, half the teaching staff retired from the Western Trust Site leaving no Mental Health Teachers

- Turnover of Senior Staff - continues to be a problem - takes time to recruit

- Training Needs Analysis needs to be standardised

- Dealing with cancellations

- Difficulty releasing staff for training
Challenges

- Funding - presently we are funded by the DHSSPS
- We need to remain responsive to the needs of our Stakeholders and Paymaster
- Open door approach
- More of the same, but with less time available
- Willingness to change but not compromise on quality of education
Seeking out new opportunities

- Greater access to a greater number of NEC’s province wide

- Take education closer to practice e.g. lunch time teaching; increase opportunities for clinical teaching at ward level; blended learning approach

- Multi-professional education e.g. seek out opportunities to work more closely with our AHP colleagues/Social Work colleagues

- Seek out new clients
New Courses

- Being responsive to need, e.g. “Transforming Your Care”
- Licensed programmes e.g. 5-day WRAP (Wellness Recovery Action Plan)
- MAPA (Management of Aggression and Potential Aggression)
- Develop new courses across all disciplines within the Nursing
- Continue with what we do well and what our Stakeholders/Trusts desire of us
Thus far....

- Our Customers – our Stakeholders are pleased with our performance
- Last year we exceeded our Service Level Agreement to the tune of 120%
How are we governed and to whom are we accountable?
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Governance & Accountability

- Department of Health, Social Services and Public Safety, Northern Ireland
- Profession
- Local Trusts

- As Nurse Education Consultants/Midwife Education Consultants – we are accountable to our employer
- Quarterly reports and bi-annual meeting to review compliance with the Service Level Agreement (SLA)
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Profession – professional governance is delivered through the Clinical Education Advisory Group

- Directors of Nursing (5)
- Assistant Directors of Nursing (Learning & Development)
- DHSSPS – Commissioning Group
All education programmes are subject to external scrutiny by NIPEC (Northern Ireland Practice and Education Council for Nurses and Midwives)

- All programmes are evaluated and reviewed systematically

- Uptake is reviewed via SLA monitoring on a monthly basis with the Directors of Nursing
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Quality Standards Board

Membership:

- Trust Education Leads
  - Director of Clinical Education Centre
  - Assistant Directors of Clinical Education Centre
  - Clinical Education Centre Senior Managers
  - Lead Nurses in Trusts e.g. Mental Health; Children’s Nursing
  - Teaching staff from Clinical Education Centre whose programmes are being audited
Organisational Accountability

- Performance Management Framework
  - Annual appraisal
  
  - 3 monthly monitoring meeting to review performance and compliance with productive days
  
  - To review evaluations of teaching and consider requests for new work
Lifelong learning and development of staff in Health and Social Care is key to delivering a modern patient and client focused service.

It is important therefore that Health and Social Care Trusts within Northern Ireland develop and equip nurses and midwives in addition to support workers, with the necessary knowledge and skills to support changes which will enhance patient and client care.

In keeping with the Conference theme of working as “Partners in Practice”, I believe the establishment of the Clinical Education Centre in Northern Ireland through its partnership with Stakeholders, will continue to “develop excellent professionals” for the future.
Our Website

- www.cec.hscni.net
Thank you for listening

Any Questions?