

'You matter, we care'

Trust Board Meeting (Part 1)	Date: 26 March 2014
------------------------------	---------------------

Title:	Unregistered Practitioners in AWP
Item:	BD/13/362

Executive Director lead and presenter	Alan Metherall, Acting Director of Nursing
Report author(s)	Liz Bessant, Acting Deputy Director of Nursing; Sarah Jones, Lead Nurse; Jacob Kelly, HCA Acer Ward; Ben Padfield, Service Improvement Facilitator & HCA; Petra Freeman, Learning and Development Manager

History:	
-----------------	--

This report is for:	
Decision	
Discussion	
To Note	X

Executive Summary of key issues
<p>The Francis and Cavendish Reports highlighted failings of health and social care organisations to appropriately supervise, support and develop unregistered front-line care staff.</p> <p>The report will detail examples of how the priorities of the Trust are supporting this vital cohort of staff. And how this staff group are helping deliver the Trust priorities</p> <p><u>Best Care :</u></p> <p>Unregistered staff have been instrumental in organising interventions on Acer ward using the Star wards initiative. As a result of the work completed, the ward has been awarded the 'Full Monty' award.</p> <p><u>Supporting and Developing Our Staff</u></p> <p>The development of the Unregistered Staff - Code of Conduct details clear expectations and responsibilities for unregistered staff. Staff are supported by a peer network (Unregistered</p>

Nurses Forum)

Improving What we Do:

An initiative is being piloted to enable unregistered staff to support Nurses who are mentors to student nurses.

Using Resources Wisely

Mechanisms have been put in place to enable unregistered staff to act as care coordinators for identified groups of service users.

Care and service user experience can be enhanced by extending duties for some unregistered staff to enable them to escort service users beyond the ward boundary.

Future Focused

A review of posts within the senior nursing team will prioritise the development of a position to provide leadership for the unregistered staff.

This report addresses these Strategic Priorities:

We will deliver the best care	X
We will support and develop our staff	X
We will continually improve what we do	X
We will use our resources wisely	X
We will be future focussed	X

1. Introduction

- 1.1. The purpose of this report is to summarise activity across the Trust to supervise, support and develop unregistered practitioners in AWP and help meet the Trust priorities.

2. Background

- 2.1. Unregistered practitioners are the largest cohort of staff within the Trust (916 staff or 806.4 WTE). In recent years a number of initiatives have been undertaken to better support this valuable staff group. The Trust has unregistered practitioners working in all areas of clinical practice, in both community and inpatient settings across all localities. Unregistered staff frequently have the highest rates of contact with service users. This cohort of staff are usually banded between Bands 2 and 4 within the Agenda for Change framework.
- 2.2. Publication of the [Francis Report](#) and the [Cavendish Review](#) has highlighted this staff group and the need for employers to ensure they are appropriately recruited, supervised, and developed to ensure a high standard of care is delivered.

3. Activity in Trust Key Priority Areas

The Trust Priorities provide a structure to report on how this cohort of staff are supported and how this staff group are helping to deliver these objectives.

3.1. Deliver the Best Care

Star Wards

Acer unit made the commitment to achieve all 75 suggestions within the [Star Wards](#) initiative. The project was lead by unregistered staff and resulted in the development of a comprehensive programme of activities and interventions for service users.

The evidence base for the implementation of the Star Wards initiative has been demonstrated, ([Star Wards Survey Report](#), 2009/2010). Staff working in areas where Star Wards has been supported have reported that it has reduced incidents of aggression, improved patient satisfaction, increased access to talking therapies and improved the ward atmosphere. Service users have reported increased patient satisfaction and improved ward atmosphere.

Feedback from Bright the charity that facilitates Star Wards stated

“You've certainly qualified for the Full Monty award, which is a brilliant achievement. Each of the 75 ideas require substantial thought, creativity, planning, time, tenacity, and to have them all in place is excellent. You really have done so well and it would be an honour to visit you in the near future and present you with your much-deserved Full Monty award”.

Supporting the spread and development of Star Wards through unregistered practitioners will support the Trust in achieving its key priorities.

Unregistered practitioners on Acer unit have utilised the Award to continue to develop the activities they can offer. Acer Unit staff member Jacob Kelly has utilised

the award to share good practice and enthusiasm by presenting to colleagues at the Unregistered practitioners forum.

Code of Conduct – Unregistered Practitioners

In the absence of a national code of conduct, the Trust has developed a Code of Practice for unregistered practitioners. The code was developed in consultation with members of the unregistered practitioners forum and was approved by Professional Council in 2012. It was launched at the Trust Nursing Conference in November 2012. The code outlines the responsibilities of unregistered practitioners and highlights the need for staff to work within the scope of their competence and capability. The Code emphasises the need to challenge poor or unsafe practice.

The development and impact of the Code of Practice will be the subject of a workshop at the up-coming unregistered practitioner conference in April 2014.

3.2. Support and Develop our Staff

Learning and development

Since 2010, unregistered practitioners without an appropriate vocational qualification working in community settings in the Trust have been encouraged and funded to undertake the Level 3 Certificate in Working in Community Mental Health (CWCMMH). During the recent redesign of adult community services, this one year programme was identified by operational leads as the most appropriate vocational qualification for unregistered practitioners including recovery coordinators.

Unregistered practitioners working in Inpatient settings have previously been able to complete a National Vocational Qualification (NVQ) at level 2 or 3 in Health & Social Care. Two and half years ago, coinciding with the change from NVQ to the Qualifications Credit Framework (QCF), the Trust changed its approach to training unregistered staff with an objective to create the option of a shorter modular programme concentrating specifically on key skills.

This approach, with two specific pathways (one based on work with older people, the other on work with adults of working age), has enabled three cohorts consisting of twenty staff each year to participate in a 'Key Training Programme' (KTP). Work is assessed and verified and QCF credits awarded.

On completion of the Key Training Programme, successful candidates may have the opportunity, in agreement with their manager to work towards a full vocational qualification (either the QCF diploma in Health and Social Care or the choice of two new qualifications: the QCF Certificate in Dementia Care or the QCF Diploma in Mental Health (which is not suitable for staff solely working with people with a diagnosis of dementia).

The L & D Vocational Qualifications team are planning to deliver the next Key Training Programme to start in early April 2014 and have commenced recruitment

The Trust Unregistered Practitioners Forum

The Nursing and Quality Directorate have facilitated a quarterly trust wide unregistered practitioners forum since 2011. Membership of the forum is open to any unregistered practitioner working in any clinical environment and includes Band 4 Recovery and Intensive Practitioners, Health Care Assistants, Occupational Therapy Technicians and Drug and Alcohol Support Workers.

The forum regularly attracts significant attendance and includes both regular attendees and new members. The agenda of the group is defined by the forum members. The forum often includes training sessions in areas of practice which under other circumstances this group of staff would not be able to access, including working with people with personality disorders, mental state examination and leadership development exercises. The forum is regularly attended by both the Trust Chief Executive and Chair.

The forum supports the development of the role of and recognition of unregistered practitioners. The agenda provides a forum and opportunities for staff to present their own work to inspire others.

3.3. Continually Improve What We Do

Supporting student nurse mentors

The contribution of unregistered staff to student mentoring is not a new idea, in fact it is quite commonplace. Previously, however, there has been no formalised framework for understanding and valuing this contribution.

A successful pilot scheme based at Callington Road Hospital is due to be completed by the end of March 2014. The pilot involves training and education for the 'mentoring buddies' in the structure of the student competencies; teaching and supervision skills. Unregistered practitioners were also assessed in their competencies in a number of areas of practice by their line manager or key-mentor

The new mentoring initiative commenced on 21st January 2014,. There will be peer supervision groups to support the mentor buddies. Feedback will be gathered from the student nurses, mentors and mentoring buddies themselves. This will be used to influence the on-going development of the project,. Following successful evaluation , the project will be rolled-out to other teams in the organisation. The overarching goal is to embed an ethos of continual improvement into all Trust teams.

For the unregistered staff who complete the programme they will have developed existing and new skills , had competencies assessed and be able to provide enhanced skills in delivering teaching and supervision, facilitated learning and modelling best practice.

Unregistered Practitioner Conference

A conference for unregistered practitioners will be held on 28th April 2014. The conference will be an celebration of the role of unregistered practitioners in the Trust and will include presentations from Peter Bradley, the editor of the Journal of Health Care Assistants and Ruth Brunt Non-executive Director. The programme will include workshops run by unregistered practitioners presenting their work and supporting others to develop similar approaches. Places have also been offered at the conference to unregistered staff from other NHS Trusts.

3.4. Use Resources Wisely

Band 4 care co-ordination

The unregistered practitioners role has been strengthened by the introduction of Band 4 Recovery Co-ordinators taking on the role of Care Co-ordinator for service users with less complex needs,. This enables resources within Recovery Teams can be used more effectively.

The Care Quality Commission (CQC) identified concerns in the Community Services inspection report in May 2013. The concerns related to inappropriately complex cases being allocated to Band 4 co-ordinators. Senior Nurses have developed guidance to assist the Care Co-ordinators and their managers in allocating cases. The guidance has been approved at both the Joint Union Committee and at the Senior Management Team meeting.

Band 2 Escorting sectioned patients

An enhancement to the Band 2 role is being developed that will enable unregistered practitioners to escort service users following completion of a suitable training package and development of a Standard Operating Procedure . This will increase the ability to utilise leave, reduce boredom and enable service users to have valuable therapeutic time on and off the unit.

3.5. Be Future Focused

Lead for Unregistered Practitioners

The Acting Deputy Director of Nursing has used the departure of a Nurse from the Senior Nursing Team to review how the Nursing priorities are best met. As a result a proposal to appoint a Lead for Unregistered Practitioners is being progressed. The post holder will provide focussed leadership, support and training for unregistered practitioners across the Trust. Key priorities would be to develop support structures and set minimum skills standards to align the unregistered workforce with nursing/social care and quality agendas within and outside the organisation. The Lead will act on recommendations made in the Francis and Cavendish reports, such as the development of a Certificate of Fundamental Care, adapting them for use in a specialised mental health setting. Initial indications are that the Key Training Programme and QCF will meet these new proposals.

The post holder would act as an internal and external representative for the unregistered workforce, approaching the challenging times ahead with a focus on learning, partnership and making the best use of our resources.

4. Future Plans

4.1. In the light of the high profile work being undertaken nationally by Camilla Cavendish, the Trust will need to continue to ensure unregistered staff have the best opportunities to develop their skills and knowledge in line with national guidance and with the identified skills needed by the organisation. Plans include:

- Using the national minimum training standards as a benchmark, map those requirements against the existing Mandatory and Statutory training – this will identify key subject areas still to be provided and will be a key objective in the Nursing Strategy.

- In addition, once this minimum had been achieved the next step would be to enable development of mental health specific skills and knowledge. It is proposed that the two bespoke programmes that currently form the Key Training Programme (KTP) could form the basis for this for those staff working in inpatient settings.
- Many unregistered practitioners want to continue their studies to achieve formal qualifications and recognition – and to enable progression on to full qualifying training in the future. It will be imperative that AWP liaises closely with Local Delivery Units to ensure that the most suitable candidates are supported to achieve a full vocational qualification in order to appropriately utilise available resources. Discussion between the Acting Deputy Director of Nursing, Human Resources and the University of the West of England have begun to explore this further.

4.2. Review the implementation of the Code of Conduct for unregistered practitioners including the impact this has had on this staff group and their managers.

4.3. Review the success of the unregistered practitioner forum and conference

4.4. Appoint a clinical lead for unregistered practitioners. This would form part of the Nursing and Quality Senior Nursing Team. This post will be created by reviewing existing posts within the senior nursing Team.

4.5. Further consideration is needed as to how Star Wards (a simple, effective framework) can be used to support a review of inpatient services, the review of psychological interventions, assist in achieving Accreditation and promote service user engagement whilst embracing the talent and skills of staff including unregistered staff.