

Northumberland, Tyne and Wear NHS Foundation Trust

Board of Directors Meeting

Meeting Date: 29 November 2017

Title and Author of Paper:
Nurse Academy Business Case.
Gail Bayes, Deputy Director, Academy Development

Executive Lead: Gary O'Hare, Executive Director of Nursing and Chief Operating Officer

Paper for Debate, Decision or Information: Debate and Decision

Key Points to Note:
The creation of the NTW Nurse Academy is supportive of the Nursing Strategy 2014 – 2019
It offers mitigation to organisational and national risks in relation to reducing numbers of future registered nurses
It requires investment of circa £396k

Risks Highlighted to Board :
Lack of investment in this development will mean we retain current risks around future recruitment and retention of registered nurses

Does this affect any Board Assurance Framework/Corporate Risks?
Yes
This offers progressive mitigation against currently identified risks

Equal Opportunities, Legal and Other Implications:

Outcome Required: Decision to invest

Link to Policies and Strategies:
Nursing Strategy
Workforce Strategy
Other Professional Strategies

Summary Business Case

Targeted area for improvement	Creation of NTW Nurse Academy
Service / Group	NTW Academy
Project Lead	Gail Bayes
Author(s)	Gail Bayes
Date of completion	November 2017 (final version)

Project Details

Background to Case of Need	<p>Context</p> <p>There is a national shortage of registered nurses, reflected in the NTW Nursing Strategy. There are numerous reasons for this shortage (reduction of commissioned places, move to student loan-supported funding, qualified nurses leaving the profession to name but a few)</p> <p>NTWFT recognises in particular the national shortage of MH and LD registered nurses.</p> <p>In the past 2-3 years, targeted recruitment campaigns have been successful in attracting registered nurses but with natural attrition rates, the expansion of some clinical services and our future workforce planning aspirations, filling posts with registered nurses remains a challenge</p> <p>This situation is reflected nationally and there is widespread agreement that the current situation is not sustainable in the long term. Additionally, the government's recent announcement of an extra 21,000 mental health workers in post by 2021 adds pressure to the system.</p> <p>NTWFT recognised some time ago that investment in the whole nursing career pathway was the way forward and, as part of the Nursing Strategy, has successfully supported nursing staff to complete Foundation degrees, Assistant Practitioner qualifications and more recently, pursue Nurse Associate frameworks.</p> <p>A few years ago, the funding ceased from Health Education England (HEE) which enabled Trust support workers to achieve their qualified nurse registrations whilst on secondment</p> <p>Now, with the national loss of HEE bursary-funded nurse degree courses, the most obvious route available to anyone wishing to pursue a registered nurse qualification is via a student loan application for the 3 year degree course at approximately £9,500 per year.</p> <p>This is a major obstacle for many NTW staff who are in full time employment (usually at band 3 or 4) as they have to give up their employment to seek a student loan. Without a student loan, the costs are prohibitive on a band 3 or 4 salary. Current changes to the student loan system are in discussion and interest rates are expected to rise, making this even less attractive.</p>
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	<p>The Open University (OU) remains an option for staff pursuing registration on a part time basis – currently this takes 4 years and NTW has 25 individuals pursuing this at various stages of progression (years 1,2 and 3). These OU places have been funded by HEE but this will also cease from later in 2017.</p> <p>There are/will be four main options open to individuals in the future who wish to pursue a registered nursing qualification</p> <ol style="list-style-type: none"> 1. Apply to a University which has HEE <u>commissioned</u> pre-registration places available – costs via student loan 2. Apply to a University which has a partnership arrangement in place with a Provider Trust to become an ‘adopted’ student of the host organisation – costs via student loan 3. Be an employee pursuing a pathway within a Provider trust and be ‘seconded’ to a local University or Open University to complete a course of varying length to convert prior learning (usually foundation degree level) to registration level – university costs initially paid by the Provider Trust then by apprenticeship levy funding as options become approved by the NMC. This is expected by 2018/19 4. Become a healthcare apprentice within a Provider trust for up to 12 months at band 2 and, with the correct entry requirements, commence a 4 year Nursing Degree Apprenticeship – funding via apprenticeship levy <p>There may be other options that become available. Option 3 is the closest to the desired position articulated in the Nursing Strategy.</p> <p>NTW wishes to pursue a suite of options around the above pathways to</p> <ul style="list-style-type: none"> • Maximise the optimum conversion rate of band 3 and 4 staff to registered nurses • Maximise use of the Apprenticeship Levy in future years • Facilitate smooth transition from current options to future options, retaining the best practice and outcomes as we progress • Take advantage of any new or hybrid models that may emerge
<p>Strategic Fit</p>	<p>A key feature of the NTW Workforce Strategy is the recruitment and retention of staff</p> <p>The NTW Nursing Strategy is clear in its ambition to create career pathways in nursing to attract and retain our nursing workforce of the future. The ambitions reduce the need to rely on agency and bank staff.</p> <p><i>The advent of the Nurse Academy will pave the way for other professional pathways to follow.</i></p> <p><i>The Apprenticeship Levy is a non-negotiable cost/tax to NTW. The rules of application to ‘offset’ this tax are ever changing at this point in time. However, the advent of higher level apprenticeships in degree level nursing (anticipated later in 2018) will offer excellent opportunities for NTW to maximise the benefits for the organisation and ensure cost-effectiveness/value for money of our Levy charge.</i></p>

<p>The Case for Change</p>	<p>This proposal aims to achieve the development of an NTW Nurse Academy to see the first cohorts of students in 2018.</p> <p>The expectation is a 'mix and match' approach to registration with a number of strands to begin with, necessary to incorporate the Assistant Practitioner/Nursing Associate roles/NMC approval process and introduction of Nursing Degree Apprenticeships. Over time the options will become more streamlined as NMC approval confirms shortened courses and validates pathways</p> <p>This development will</p> <ul style="list-style-type: none"> • Support the Workforce Strategy • Support the Nursing Strategy • Support a range of multi-professional standards for both clinicians and non-clinicians in line with the requirements of their governing bodies • Support other Professional Strategies at a future point • Convert the financial cost of supporting the Nurse Academy into a viable business investment for future sustainability • Mitigate the risks associated with failing to attract and retain qualified nurses in future years
<p>Description of Options reviewed</p>	<p>Option 1 Do nothing – this is not considered to be a viable option</p> <p>Option 2 Implement the Case for Change as outlined above.</p> <p>Option 3 Part implement the Case for Change to pursue only the options with no costs to NTW</p>
<p>Outline of Preferred Option/Proposal</p>	<p>The preferred option is Option 2</p>
<p>Outline of Benefits, Outcomes and Impact</p>	<p>The current Nursing Strategy began pathway preparation some time ago and we have a number of support staff at various stages of career progression</p> <ul style="list-style-type: none"> • 70 support workers already with a foundation degree – they could use this as entry level criteria to registration with appropriate GCSEs • 15 expected to complete a foundation degree by May 2018 – they could use this as entry level criteria to registration with appropriate GCSEs • 52 Assistant Practitioners in post (who will need to convert to Nursing Associates as soon as the conversion route is approved by NMC – currently delayed and expected April 2019). This could be used as entry to a shortened registration course • 13 Trainee Nursing Associates (TNA) expected to complete in April

2019. This could be used as entry to a shortened registration course

- 40 Support Workers with a level 2 qualification who could progress to band 3 Support Worker roles
- 421 Support Workers with a level 3 qualification who could progress to TNA roles
- 150 band 2/3 staff expected to commence level 2/3 qualifications from autumn 2017

In summary, we have almost 600 staff at various stages of progression (rising to 750 in autumn 2017). Whilst some will opt to stay at band 3 level qualification, we have at least 150 staff with higher level aspirations and the potential to become registered nurses.

The professional challenge is the NMC timeline for approval of pathways.

Whilst this progresses slowly, we will continue existing partnerships and pursue partnership agreements with Higher Education Institutions (HEIs) to develop the NTW Nurse Academy whereby we continue to attract traditional students but 'host and nurture' them as NTW trainees.

This approach, using a variety of HEIs to cover our geographical spread, will allow additional strands to the NTW nursing career pathways and will remain a viable option for many years for those wishing to pursue a traditional student nurse route.

Using various approaches allows us to develop the Nurse Academy from 2018 rather than waiting until NMC approval is in place for APEL/ short course options.

Attraction and retention of students is vital.

The business case allows NTW to develop career pathways which will greatly enhance the way we manage our existing staff through career development and add a new dimension to the way traditional nursing students are managed through the University route. By hosting and nurturing these students as NTW-brand trainees, values and expectations are embedded at an early stage and we can demonstrate ongoing support and future career opportunities as an integral part of the pre-registration experience.

This fits well with the overall NTW retention strategy, part of the NTW Workforce Plan and future viability of service delivery.

NTW Workforce Planning is currently gathering information regarding future workforce needs. At this point in time, the Nurse Academy proposals are progressing based on

- numbers of staff at various stages of progression
- maintaining momentum to address the registered nurse deficit in mental health and learning disabilities nursing.
- availability of HEI offers
- NMC approvals

It is expected that ultimately, the Workforce plan will inform future numbers required and the Nurse Academy will streamline its processes and management of the pathways to accommodate this.

	It is anticipated the two will come together as a strategic fit.
Contribution towards requisite quality standards/targets	<p>Patient Experience/Patient Outcomes are maintained and enhanced by providing registered nurses where needed CQC / other requirements to have adequate numbers of staff are met New ways of working are promoted, producing an NTW workforce to support NTW values</p> <p>The Nurse Academy seeks to improve quality by 'Building on our compassion to embrace today's opportunities and create tomorrow's possibilities'</p>

Quality Impacts

Safety	Clinical Effectiveness	Patient Experience	General
As above	As above	As above	As above

Resource Requirements and Risks

Outline Resources Required	<p>Staffing Additional costs associated with the development and implementation of the Nurse Academy are funded within new posts as part of the recent NTW organisational restructure</p> <p>Current work suggests we have capacity within existing clinical services to increase our student placement potential by 50-60%. The biggest challenge to this is the expectation of mentors, managers and teams about student responsibilities (currently in detailed discussion at the Nurse Education Forum).</p> <p>At the moment, we allow staff to be seconded without backfill full or part time. Degree level apprenticeships provide more flexibility whilst meeting the needs of the University, and the NMC, giving an overall 'nett' gain of workforce to the Trust compared to the current situation.</p> <p>Additional costs of placement support are outlined in the costings appendix.</p>
	<p>Estates None directly anticipated. There is a further scoping exercise underway to explore options to develop the overall NTW Academy and Medical Education facilities but the Nurse Academy is not reliant on this</p>
	<p>IMT A Practice Placement database will need attention/development/expansion to effectively manage multiple partners and multiple pathways of varying duration alongside mentorship monitoring and capacity management</p>
	<p>Non Staff Costs Small amount associated with additional staffing costs</p>

	Pharmacy None directly anticipated	
Interdependencies	None directly anticipated	
Risks and Mitigations	Risks	Mitigations
	No investment in the Nurse Academy and the pathway options results in lack of appropriate number of registered nurses in the future – currently on the Board Assurance Framework as a corporate risk	Progression of the Nurse Academy business case to develop the Nurse Academy
	Investment in the Nurse Academy fails to produce registered nurses	Part of the Nurse Academy work plan and risk register to continually monitor progress, assess risk, adapt approach and mitigate accordingly – overseen by the Academy Board
	Investment in the Nurse Academy fails to retain registered nurses	Part of the Nurse Academy work plan but also linking into the wider Workforce retention strategy for all staff Work plan and risk register will continually monitor progress, assess risk, adapt approach and mitigate accordingly – overseen by the Academy Board
	Relationships with HEIs fail	Dedicated time by senior staff to cultivate relationships with a range of providers is in place
	NMC approval processes for shortened courses are delayed resulting in delays to begin pathways	By pursuing a range of options and taking a ‘mix and match’ approach, NTW will continue to attract and develop nurses through a variety of routes until shortened courses become available.

Finance		

Financial Commitment

£314,634 6x Band 7 Practice Placement facilitators

£41,250 2x Band 3 Admin Support

£105,801 Non Pay

£461,685 Central NMET Resource

£500,000 Training Academy - University Fees / Clinical Placement Costs*

£961,685 Total Non Medical Training Budget

Funding

£565,459 NMET Funding

£396,226 NTW Contribution to support Non-Medical Training

£961,685

Funding the above structure requires a £396,226 contribution from NTW.

* **In 2018/19** the expectation is that the academy will require only £250k as the Academy builds up to capacity

In 2019/20 the expectation is that the full £500k will be required until the nursing degree apprenticeship is fully embedded at which time the majority of university fees will be payable via the apprenticeship levy

From 2020/21 it is expected that the £500k would begin to reduce incrementally as most student nurse support from NTW would come under the remit of the Apprenticeship Levy.

What does NTW gain in return for £396,226 investment?

- Mitigation of the risk currently identified on the Board Assurance Framework in relation to recruiting and retaining adequate numbers of registered nurses in the future. Staff seconded to complete registration will be obliged, via a study bond, to stay with NTW for a minimum of three years post qualification. They are also long-standing NTW staff to begin with and have firm established roots in the organisation and geographical area. This investment in their development through a route otherwise not available to many of them will strengthen loyalty and reduce turnover rate.
- We are 'Building on our compassion to embrace today's opportunities and create tomorrow's possibilities.'
- Mitigation of the national risk of declining interest in relation to the introduction of university fees for nursing students. This is not yet a proven fact as fees were only introduced in September 2017 but the NMC and other key bodies are warning of the risks of the drop in interest in nursing courses by the traditional route if graduates are expected to accumulate a £30k debt at the end of their university course.
- Responsiveness to the changing organisational and commissioning landscape – via new

and innovative partnerships NTW is able to introduce new and innovative pathway placement experiences, often with other provider partners in the community to best meet the needs of service users and carers and provide a fit for purpose flexible workforce of the future.

- The new apprenticeship route to a nursing registration requires students to take leave from the usual workplace for approx 50% of their time over three years (unlike traditional secondments where 100% of release time is required). Over 3 years, 20 support staff released for only 50% of their time is a saving to NTW of circa £280,000 compared to full time release which will have a direct positive impact on bank and agency time required. As the Academy aims to have 20 staff per year following a nursing registration programme, by year 3 we will have up to 60 students following this route.
- Embedding of NTW values throughout the training and tailored additional input and support from NTW alongside the academic requirements and the NMC means a true co-production of a fit-for-purpose academic pathway. The end result is a registered nurse who is more independent and confident and requires far less immediate support in the workplace that we have seen in recent years. Subject to NMC approval, elements of

preceptorship can potentially be covered earlier than on registration, an additional (but as yet unquantified) financial saving and quality improvement.

Financial impact on clinical service contracts

None expected

Proposed Timetable / Implementation Plan

Scoping work, initial plans, relationship development – April – August 2017

Business Delivery Group draft business case and approval to proceed – July 2017

Business Case Trust Board discussion - October 2017

Business Case Trust Board approval - November 2017

Partnerships pursued April – December 2017 and beyond as they emerge

Opportunistic pathways pursued as they become available 2017/18/19

Nurse Academy 'identity' launched - early 2018

Gradual adoption of further options as they become NMC approved from 2018

Full suite of options available - early 2019 (NMC timelines dependent)

Approvals (date)

Operational Lead

Gail Bayes

Project Sponsor

Gary O'Hare

CDT