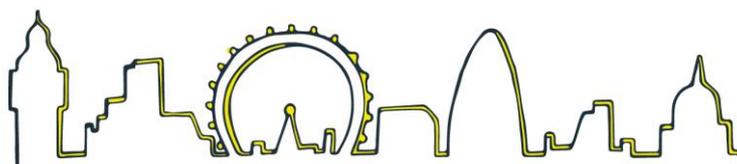


# **Preceptorship and early careers beyond preceptorship framework**

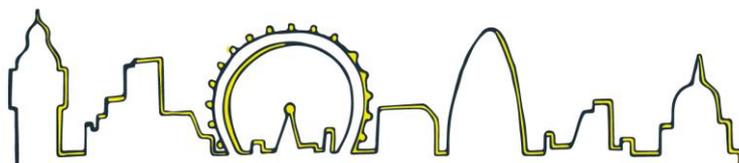
## **V2 – October 2019**

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## Introduction

With the CapitalNurse Preceptorship Framework well-established in all health and social care organisations across London, we have been working with stakeholders to develop a programme for the post-preceptorship opportunities for newly registered nurses. The Early Careers Development Beyond Preceptorship Framework is the second part of the early career development programme as part of the CapitalNurse programme.

This Beyond Preceptorship framework is a resource for health and care organisations in London to support the practice development of nurses in their second year post-registration. It is designed to provide support, guidance, encouragement and development following preceptorship through a range of structured opportunities to develop nurses in their early careers. This recommended approach has been developed in collaboration with stakeholders from various organisations across London through meetings, workshops, the CapitalNurse conference and sharing best practice. Beyond Preceptorship aims to empower nurses to focus on areas which they would like to explore further and to pursue opportunities within their organisation. It will facilitate the provision of individualised pathways for nurses with a 'pick and mix' approach to developing their careers.

## Background

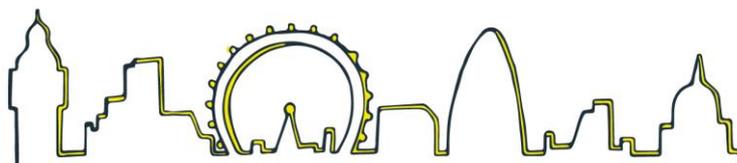
One of the aims of the CapitalNurse programme is to decrease variation in education and practices in London to reduce attrition and to retain nursing staff to ensure that we have the right number of nurses with the rights skills in the right place at the right time across London. The initial project focussed on a common approach to preceptorship for all organisations across London to support newly registered nurses in their first year. Following the launch and roll-out of the CapitalNurse Preceptorship Framework in September 2017, there has been an increase in retention rates for newly registered nurses in the first year.

The report '*A critical moment: NHS staffing trends, retention and attrition*<sup>1</sup> published by the Health Foundation in February 2019 highlights the problems of nursing shortages. It considers the impact of the falling number of applications for pre-registration nursing degrees in England combined with an attrition rate of 24% of students failing to graduate or complete. This has been identified by the RePAIR project (2017) as 30%, and further emphasises the need for providing career development for newly registered nurses (NRNs). Buchan et al further examined the stability rate of nursing and identified parts of London as those with the lowest stability rate in England, with just 81%, meaning that 1 in 5 staff left in 2017/2018. The report from the House of Commons<sup>2</sup> (2018) confirms the need to focus on retention of existing nurses and identifies the requirement for more

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<sup>1</sup> Buchan, Charlesworth, Gershlick & Seccombe (2019) 'A Critical moment: NHS staffing trends, retention and attrition'. The Health Foundation

<sup>2</sup> House of Commons Health Committee The nursing workforce Second Report of Session 2017–19 (2018)



opportunities for nurses to broaden their experience with flexible career pathways. However, it highlights the problems of current employment practices in organisations making it difficult for nurses to develop in line with their aspirations.

In London nurses are leaving within the first two years of registration. There are significant economic and financial benefits to retaining staff within their first destination organisation for the first two years with the added advantage that these staff are then more likely to stay for five years.

The CapitalNurse Preceptorship Framework is now being used across all London organisations and has shown an increase in retention of 2.5% over the past year (2018). This demonstrates the impact of a flexible London-wide programme to support newly registered nurses, improving job satisfaction and increasing retention. As the next crucial point is the second year, it was decided to focus on development opportunities for NRNs post-preceptorship.

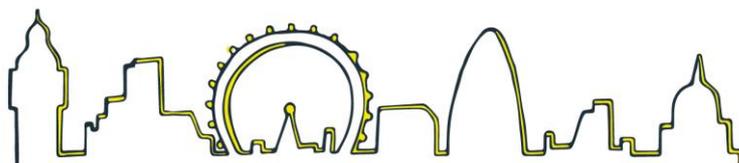
The initial aim of Beyond Preceptorship was to consider retention beyond the first year, recognising that the second year is critical in keeping NRNs. The objectives of the project were to:

- Offer a form of 'graduate scheme' for NRNs extending to 24 months
- Encourage NRNs to stay with their organisation and within nursing

## Approach

Our approach to the second phase of our project conducted research into organisations with existing programmes to consider the impact of the programme on staff retention and motivation. It looked at the content of the programmes and examined what had worked well. This included research into organisations (community and acute) together with the findings from the CapitalNurse Foundation Programme (CNFP) which concluded in early 2019.

The second part of the research included semi-structured interviews and focus groups with NRNs, student nurses and preceptorship leads. This involved over 200 stakeholders in seven organisations.



## Findings

### Findings from organisations

The findings from our research into the organisations with existing programmes identified:

- Improved retention rates at 18 months and two years, with one organisation demonstrating 100% retention over their 15-month programme
- Retention of 88% for the CapitalNurse Foundation programme in North London
- Staff involved in the programmes felt more valued and were more motivated
- A positive experience for nurses
- Accelerated programme provided skills consolidation and opportunity to develop new skills
- Development and preparation for band 6 role

### Findings from focus groups

Focus groups were conducted in seven organisations with different groups of nurses, typically NRNs with 12 months or more experience and preceptorship leads. The focus groups followed a similar format to ensure consistency and concentrated and identified common themes:

- Leadership roles – preceptor and supporting NRNs in role after their first year post-registration
- Rotation opportunities to experience different areas and different roles
- Specialist training
- Band 6 opportunities
- Mixed view over additional ‘qualified’ training (for example, MSc)

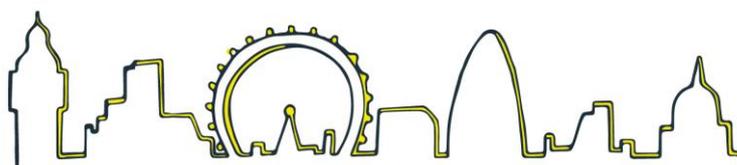
### Stakeholder Engagement Events

Five stakeholder engagement events were held during the first half of 2019 to build the content of the Beyond Preceptorship Framework. Over 150 stakeholders attended from a range of organisations including acute, community, mental health, primary care and HEIs.

## Recommendations

Following the events and input from stakeholders, it is recommended that there is a flexible programme for all NRNs following preceptorship in their second year post-registration. The opportunities should be structured around the core elements of the nine domains of the CapitalNurse Career Framework and the four pillars of nursing.

It is recognised that organisations already offer many of these opportunities and it is, therefore, about the packaging and promotion of these opportunities for NRNs (and other staff as appropriate).



# Beyond Preceptorship Framework

The Beyond Preceptorship Framework recommends a set of common standards for health and care organisations across London.

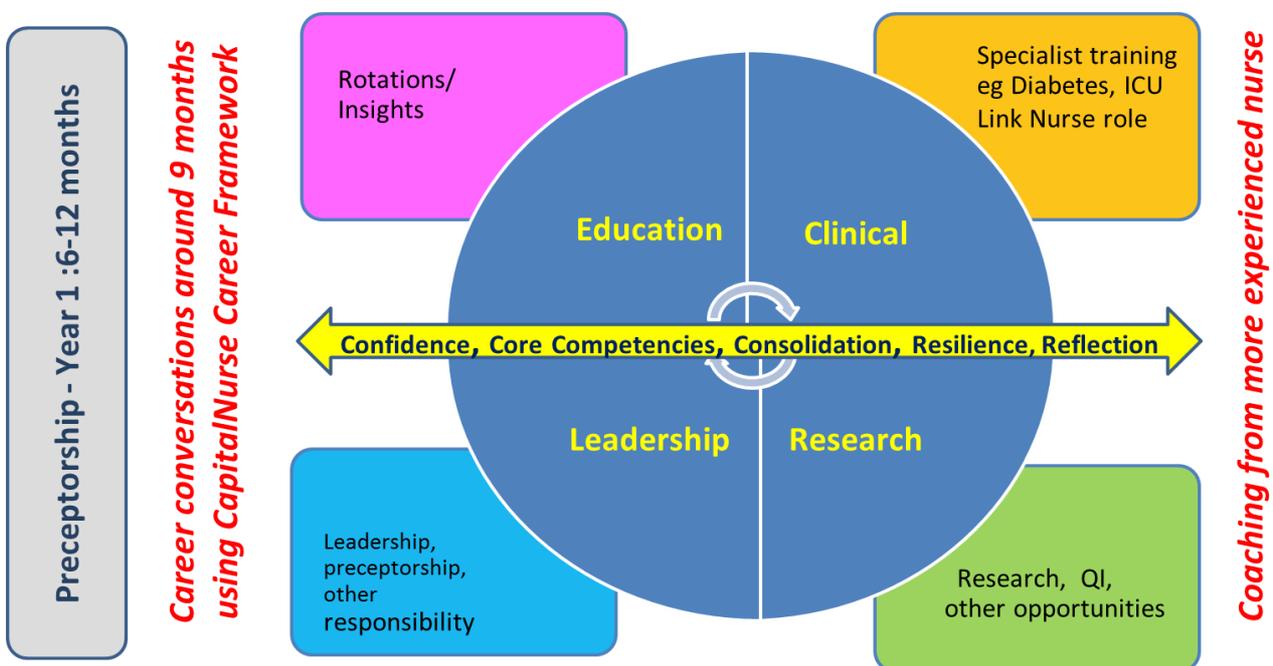
## Career discussion

All NRNs should have a career discussion with their preceptor or manager towards the end of their preceptorship period, typically around 10-12 months although this will depend on the individual and length of preceptorship programme. The discussion should use the CapitalNurse Career Framework as the basis and focus on the nine domains. It should be used as an opportunity to find out about the nurse's career aspirations, areas for development and interest. The outcome of the conversation should be a personal development plan for the second year

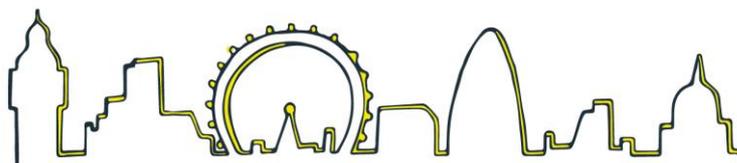
## Career Pathways

There should be a choice of pathways for NRNs which are built around the four pillars of nursing – clinical, education, leadership and research. This would offer NRNs flexible opportunities to provide individualised career pathways, where required. The golden threads of building resilience and confidence, reflection, consolidating skills and knowledge should continue through the second year and beyond.

The following provides an overall guide for the framework:



This has further been developed to indicate opportunities that could be offered (depending on organisation and setting) for the second year. (See table below.)



## CapitalNurse - Preceptorship and Beyond

0-12 months Preceptorship	10-12 months Career conversation	12-24 months Beyond Preceptorship - bespoke pathways aligned to four pillars of career framework	
<b>All NRNs</b> Supernumerary period Induction Statutory and mandatory training Preceptor allocation Regular meetings during preceptorship NRN development programme	Structured and formally documented  Use of Career Framework Identification of development options and career pathways	<b>Research</b> Shadowing / insight in R&D / audit Participation in audit Linking with HEIs for post-reg programmes Critical appraisal of evidence  Journal clubs External partnerships (charities?) Participation in QI or service improvement project	<b>Education</b> Training for practice supervisor / practice assessor / preceptor roles Rotation - <u>other</u> areas/organisations/specialist Insights (including corporate) Shadowing specialist nurses Supernumerary opportunities Level 6 / 7 accredited / non-accredited formal / informal education

**Confidence, Core competencies, consolidation, reflection, coaching and resilience**  
**REFLECTIVE LEARNING / ACTION LEARNING**

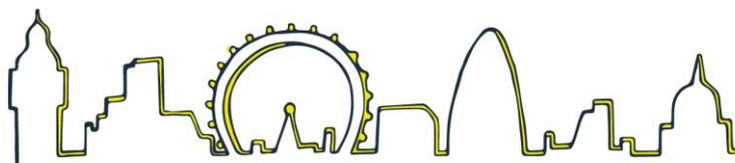
<b>Development programme - indicative content dependant on field and setting</b>  Transitional needs analysis and PDP Reflective learning / action learning Facilitated study days linked to nine domains of Career Framework which may include:  clinical skills, inter-personal skills, communication and leadership skills	<b>Leadership</b>  Practice supervisor/practice assessor/preceptor (post training) Buddy to new staff members  Shadowing managers / senior staff members Assuming responsibilities / delegation "Ready for band 6" programme Teaching preceptees to teach Access to leadership programmes Opportunity to network	<b>Clinical</b>  Clinical champions in different specialisms (previous link nurse role) CNS 'buddy'  Formal accredited / non-accredited education  Mini-secondments to specialist areas Taster sessions Clear specialist pathways
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## The Golden Thread

The golden thread continues throughout the two-year programme and beyond. This includes a continued focus on consolidating clinical and inter-personal skills, building confidence and resilience. Opportunities including action learning and reflective coaching should be available to support this development.

## Coaching

Alongside the second year programme, nurses may benefit from additional support from an experienced nurse through the use of coaching skills. It is recommended that willing nurses with several years of experience would be able to develop coaching skills to help support the development of more junior nurses.



## Acknowledgements

With thanks to:

- Jane Macdonald, Preceptorship Lead, Royal National Orthopaedic Hospital
- Kristen Leonard, Preceptorship Lead, Imperial Healthcare
- Louise Ashdown, Preceptorship Lead, South London Primary Care
- Ruth Sivanesan, Practice Nurse Educator, Guys & St Thomas NHS Foundation Trust
- Hilary White, Senior Practice Educator, Epsom & St Helier Hospitals
- Emma Skinner, Practice Educator, North Middlesex University Hospital
- Caroline Foley, Development and Retention Lead, South West London and St George's Mental Health Trust
- Winnie George, Senior Nurse Preceptorship Barts Health

## References

- Buchan, J., Charlesworth, A., Gershlick, B., & Secombe, I. (2019) *A Critical moment: NHS staffing trends, retention and attrition*. The Health Foundation
- House of Commons Health Committee The nursing workforce Second Report of Session 2017–19 (2018)

### **The CapitalNurse Preceptorship Programme**

The CapitalNurse Preceptorship programme has been funded by CapitalNurse as part of the Career Progression workstream in collaboration with stakeholders across London.

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