

# Raising the Bar: Nurse Education Programme



**Narrative Report**  
**March 2015 - April 2017**

# 1. Introduction

This document aims to capture the achievements to date and challenges for the next phase of the Shape of Caring programme in an accessible format for our wider group of stakeholders.

Following ratification by the Health Education England Nursing and Midwifery Assurance Committee it is proposed that it will be circulated as a special issue of the Care Matters bulletin in summer 2017. An annual report with full details of the programme themes will be available by June 2017.

# 2. Background

Since the publication of *Raising the Bar: Shape of Caring: A Review of the Future Education of Registered Nurses and Care Assistants in England* (referred to as *Raising the Bar*) in March 2015, the programme has moved from recommendation to implementing its key priorities. Through listening to, and engaging with, stakeholders, the nursing and policy team has garnered support for the programme's objectives and developed strong partnerships both inside Health Education England (HEE) and across the country, which has enabled delivery of the key elements of the programme.



In December 2015, the HEE Board accepted all 34 recommendations (*Annex 1*) set out in *Raising the Bar*, and is leading on the implementation of 29 of these. The others fall within the remit of The Nursing and Midwifery Council (NMC) and NHS England.

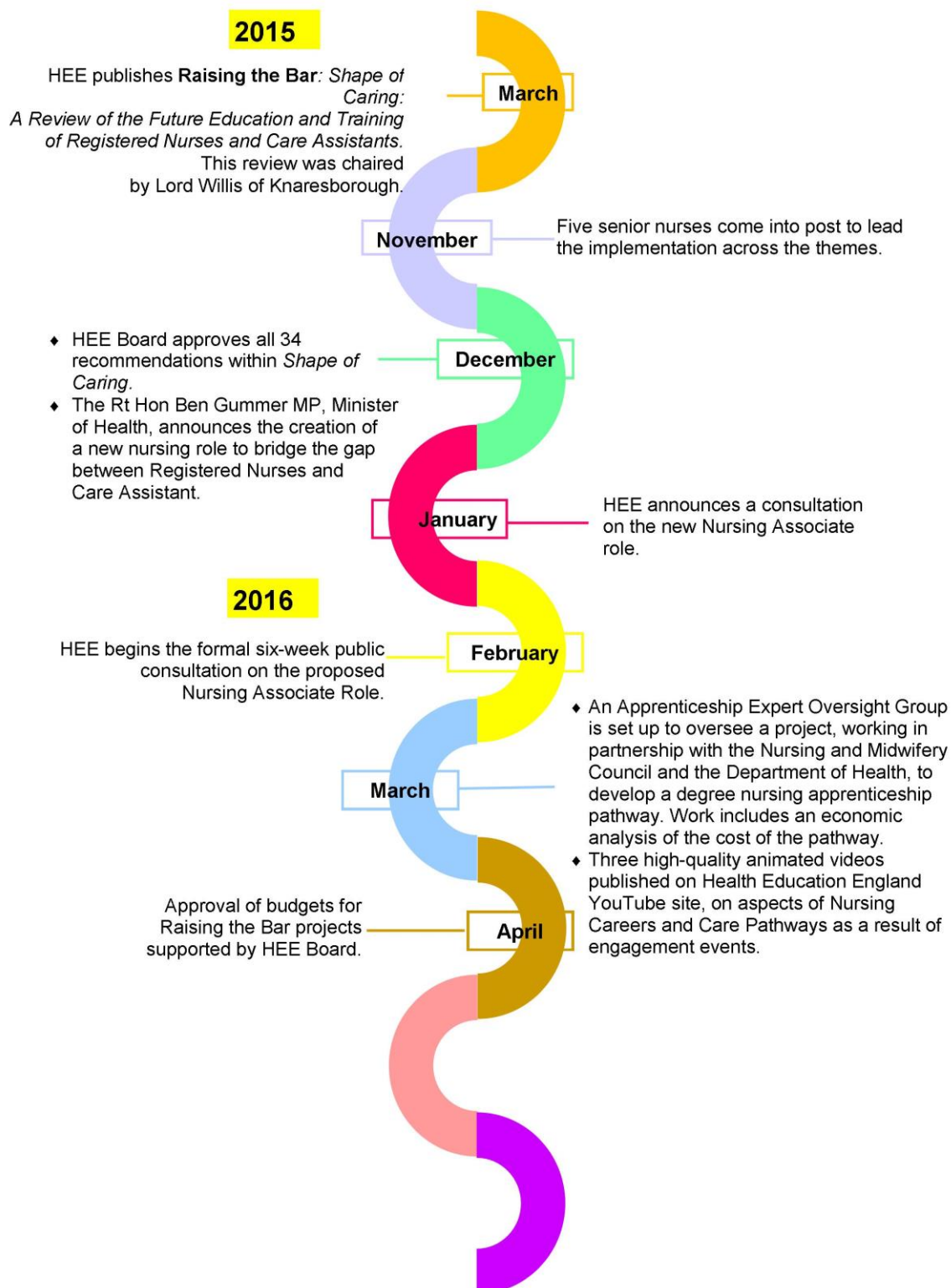
We are working closely with these partners and supporting them to deliver these recommendations (these recommendations are \*starred in the list at *Annex 1*).

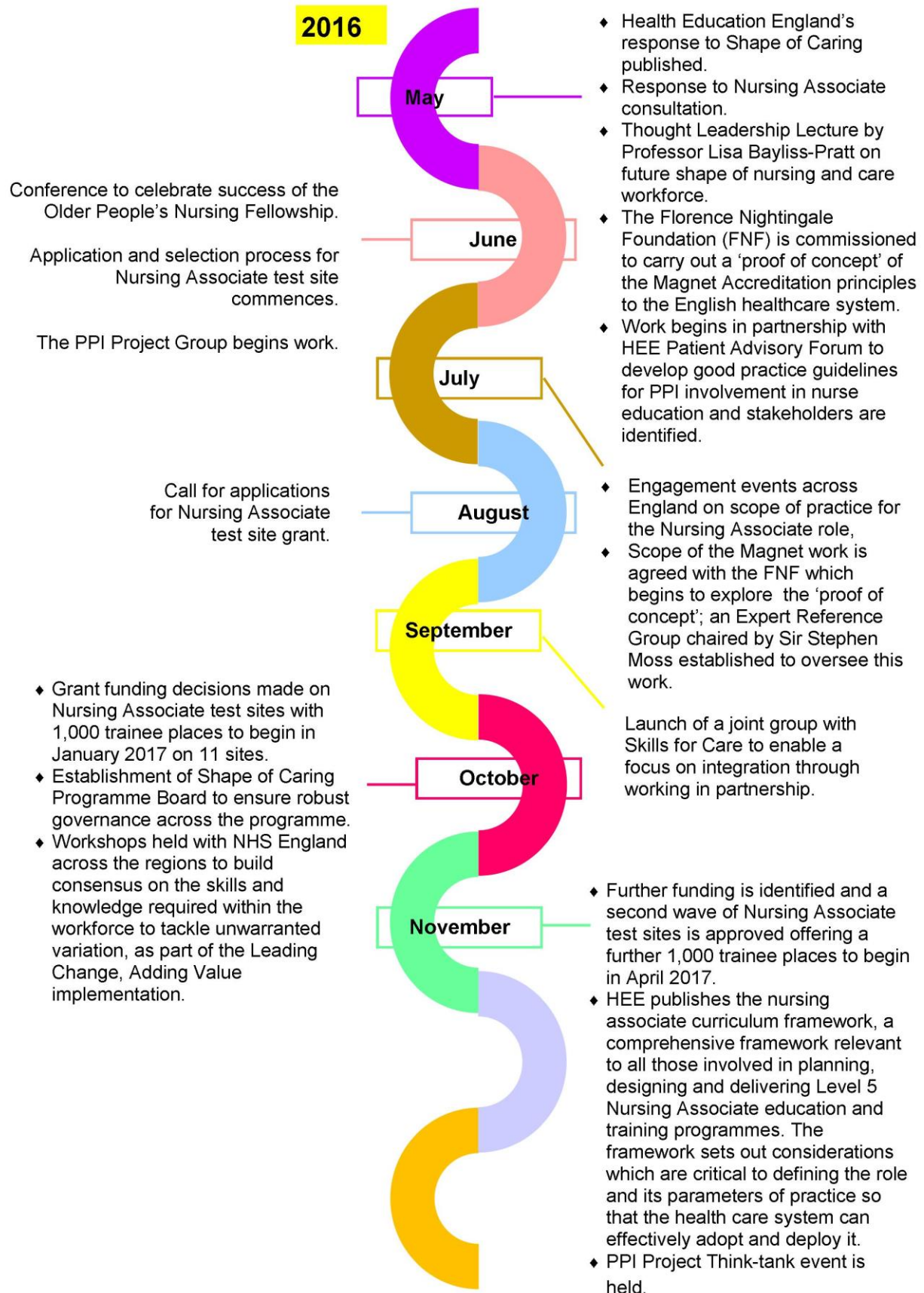
*Sir Keith Pearson and Professor Ian Cumming OBE met trainee Nursing Associates starting at Leeds Teaching Hospitals NHS Trust in January 2017.*

*L-R: Julian Hartley, Chief Executive LTHT, Dr Linda Pollard, Chair LTHT, Sir Keith Pearson, Chair, HEE and Prof Ian Cumming, Chief Executive, HEE, along with some of the trainees.*

### 3. Timeline of Raising the Bar milestones

The following three diagrams set out the programme's key milestones to date, month by month.







**2017**

- ♦ HEE provides advice to the Department of Health in support of regulation for the Nursing Associate role
- ♦ The NMC Council agrees to take on regulation of the role
- ♦ 1,000 Nursing Associate trainees take up their places across 11 test sites.

**January**

**February**

The Florence Nightingale Foundation submits its review of the Magnet Standard and an Expert Reference Group begins to consider the next steps.

**March**

- ♦ Second PPI Think-tank event.
- ♦ Lord Willis chairs a national Think-tank event focused on clinical academic careers and considering the recommendation in Shape of Caring to develop Doctoral Training Centres for nursing.
- ♦ National Nursing Associate workshop held to enable the 11 first wave test sites to share their learning and initial experiences with the 24 second wave sites, scheduled to begin their programme in April 2017.

## 4. Achievements

### Theme 1: Excellence in nursing practice

The pursuit of nursing excellence is the underpinning principle across the programme and which will sustain the other Shape of Caring transformations. The three pillars of this part of the programme are the consideration of the principles of Magnet Accreditation, the development of an overarching career and education framework and an exploration of the need for Doctoral Training Centres for nursing.

#### Magnet accreditation

Magnet accreditation, developed by the American Nurses' Credentialing Centre, is a system of assessing excellence in nursing across organisations. In May 2016 a project began to explore whether the principles of Magnet accreditation would fit within the English healthcare system.

In May 2017, HEE commissioned the Florence Nightingale Foundation (FNF) to undertake this 'proof of concept', and established an Expert Reference Group chaired by Sir Stephen Moss to define and oversee this work.

In March 2017 a review of the applicability of the Magnet standards to the system in England was submitted to HEE. This work will be reviewed by the Reference Group, which will make recommendations as to the possibility of further work in 2017/18

HEE is supporting a UK Magnet Alliance which brings together NHS providers who are currently working towards Magnet accreditation (including Oxford University Hospitals NHS Foundation Trust and Nottingham University Hospitals NHS Trust) together with those looking at this for the future or considering the Pathways to Excellence Programmes. The aim of the group is to provide support and shared learning with a focus on enabling high-quality care through empowering nursing teams.

In April, HEE attended an international reception for delegates from six countries as part of the UK Magnet Alliance Conference to enable shared learning and experiences.

#### The five priorities of Shape of Caring

The 34 recommendations in Raising the Bar are grouped into five themes:

- ◆ Excellence in nursing practice
- ◆ Valuing and developing the care assistant workforce
- ◆ Ensuring meaningful patient and public involvement
- ◆ Flexible routes into nursing
- ◆ Standards for post-registration education.

HEE, recognising the need for a focus on the education and development of the nursing and care workforce, identified a budget of £1.39 million for the Shape of Caring Programme. The Nursing Associate role development has had a separate budget in 2016/2017.

## Career and education framework

The second most common reason for nurses leaving the profession is a lack of career structure.

The Shape of Caring Review recommends the development of the architecture for current and future nursing roles that will demonstrate to potential nurses why they should become Registered Nurses, and, once they are, persuade them that there is an exciting life-long career that encourages them to stay in the profession. An overarching career and education framework would also help employers to plan their workforce structure and support education providers.

With HEE local teams as key partners, plans have been developed to design an overarching career framework for nursing and care staff from education levels 1-9. This work is still in its early stages with a draft framework available to test expected by September 2017.

To ensure the developing framework complements the work of key partners, we have established links with The Royal College of Nursing, the Royal College of Midwives and NHS Scotland who are carrying out similar pieces of work.

## Doctoral Training Centres

The Shape of Caring Recommendation 28:

*There should be greater development of postgraduate doctoral centres in LETB areas to drive up clinical research in practice and increase the number of academics in practice.*

is based on the premise that research plays a fundamental part in the delivery of excellent education and training; and that nursing practice needs to be underpinned by the evidence – base.

In February 2017, Lord Willis chaired a national Think-tank meeting, bringing together senior academics, NHS professionals and others to explore how we may attract nurses into clinical academic careers and whether Doctoral Training Centres (DTCs) can contribute to increasing the number of clinical academics in the nursing, midwifery and allied health professionals' workforce. *(A full report on this event will be published shortly).*

There was consensus at the event of the need for HEE and our partners to raise the profile of this field of practice and that clinical academics can lead the way to nursing excellence.

The meeting concluded that DTCs provide an approach worth pursuing and that this group will continue to function as an Expert Reference Group.

In March 2017, in partnership with the National Institute for Health Research (NIHR) a survey was conducted of those who have applied for NIHR funding and been unsuccessful or have not taken up the opportunity. The aim was to enable a better understanding of the factors that promote (or inhibit) the career progression of clinical academics in the fields of nursing, midwifery and allied health practitioners.

We expect the results to be available in summer 2017 and, together with the outputs from the Think Tank, inform the decision-making on next steps in 2017/18.

## Theme 2: Valuing and developing the care assistant workforce

### Consultation and engagement on new nursing role

In January 2016, HEE launched a public consultation on the proposal for introducing a new Nursing Associate role. The aim of the role is to bridge the gap between the health care assistant and the Registered Nurse and support the registered nurse workforce in providing high quality, person-centred care in both health and social care settings.

The six-week public consultation on the role asked eight open questions and invited free text responses attracting over 1,300 responses from individuals. : Some 1,129 were individual responses including Registered Nurses, care assistants and assistant practitioners, patients and the public, while 255 responses came from organisations including professional bodies, trade unions, health care and social care providers and commissioners of healthcare.

Key themes emerged from the consultation including:

- the potential impact on patients
- Registered Nurses
- impact on care assistants and assistant or associate practitioners and
- support for a national curriculum framework to ensure consistency and sustainability.

Overall, respondents to the consultation felt that there would be benefits for all concerned in developing the Nursing Associate role, whilst recognising that patient safety was a priority. There was also recognition of the advantages of providing a clear career pathway and progression for care assistants, something that is currently not available to them and will support care quality and retention of this valuable group of staff.

Registered nurses can be 'liberated to lead' as this intermediate role would provide them with valuable support by taking on some fundamental care. The new role will be focussed on direct care delivery, under the supervision of the Registered Nurse. Consultation and engagement showed that there is strong support for regulating the new role.

A request for clarification of role boundaries was a recurring theme throughout the consultation, and, in response, HEE ran a series of five engagement events across England to define and develop the scope of the role. More than 550 health and social care representatives from all sectors attended the five events, although most were NHS employees (64%) and 19% employed by education providers.

In autumn 2016, HEE held a series of roundtable events in partnership with the Nursing Times. These events brought together nurse leaders, academics and practitioners who engaged in lively debate on the new role, exploring the potential benefits and risks. Nursing Times has since developed a [microsite](#) based on the discussions and includes videos of the events.

This widespread engagement activity and communication, including systematic and planned use of social media, helped to develop acceptance and support for the initiative, particular amongst nurses.



## **Implementing the two-year pilot programme**

The objective of the two-year programme, with the focus on patient safety, is to produce highly-trained outstanding Nursing Associates with the skills and competences equivalent to a level 5 qualification.

Test site partnerships provide practice placements in a variety of health and care settings and provide exposure to different patient groups and care pathways, in patients' homes, close to home and in hospital. This will ensure the trainees develop skills and competences to allow them to work in different care environments, with a portable skill set.

In October 2016, the 11 successful applicants to be test sites were announced, with funding to recruit 1,000 trainee Nursing Associates to begin in January 2017; and HEE embarked on a formal procurement process to appoint an external supplier to carry out an independent evaluation of the two-year programme. (see Annex 2 for full list of sites).

An excellent response to the invitation for test site applications – with far greater numbers of high-quality applications than expected – led to further funding being allocated to allow an additional 1,000 trainee places across a further 24 test sites. This second wave began in April 2017.

Each test site will receive a per capita amount of £13,500 over the two years for education, training and placement costs.

In January, following a request from the Secretary of State, Nursing and Midwifery Council (NMC) agreed to regulate the new role.

Since the first 1,000 trainees began their training programme in January 2017, there has been positive feedback from the trainees themselves, their employers and the education providers.

In February 2017, HEE hosted a national workshop event for the 35 test sites. The 11 sites in the first cohort shared their learning and early experiences with the 24 'fast follower' second wave sites. Examples were shared of challenges and successes and brought groups together as a supportive community of practice.

### **Skills passport (E-portfolio)**

Recommendation 9 of Shape of Caring advises that:

*HEE should work with the care sector to develop or use an existing e-portfolio tool that will allow signed-off competencies to be recorded electronically on a national database for care assistants, across both the health and social care sectors. All competencies held within the database will be achieved at nationally accepted standards (which are quality assured on a regular basis) so that they are truly transferable and accepted by all health and social care organisations; reducing the duplication of unnecessary education and training. A skills passport or e-portfolio would allow education and training qualifications and signed off competences to be recorded electronically on a national database for care assistants working in both health and social care.*

The Shape of Caring programme team explored the potential of piloting such a tool with the idea of introducing an e-portfolio, initially with the first trainee Nursing Associate cohort.

However, it became clear that many organisations already have similar systems and the consensus was that introducing a new system alongside such a large cohort would have introduced confusion and unnecessary complexity at this stage. HEE's Trainee Information System (TIS) team was involved and consulted on all decisions.

The TIS team is in the Discovery phase of work for e-portfolios and its priorities are for HEE-funded learners (such as healthcare scientists, doctors and pharmacists), who all use different portfolios, some of which are coming to an end on their contract. HEE is therefore encouraging HEIs with existing e-portfolios to share their resources with other education providers.

### **Theme 3: Ensuring meaningful patient and public engagement in nursing education**

In response to Recommendation One in *Shape of Caring*:

*HEE should commission research to identify the forms of patient and public involvement that best support learning, and to ensure that patients and the public are utilised as a valuable resource;*

the programme committed to developing a model for education that ensures that patients, service users and carers are involved in designing, delivering and assessing nursing education.

In May 2016, a project was set up in close partnership with the membership of the HEE Patient Advisory Forum, with the overarching aim of supporting learning and ensuring that patients and public are not only recognised as a valuable resource in nurse education but also actively involved in teaching, assessing and recruiting learners.

The project explored good practice nationally and internationally and used the evidence base to develop a set of principles and good practice guidelines.

The draft online interactive toolkit was presented to the Patient Advisory Forum for ratification in April 2017.

This 'How To' guide aims to illustrate the potential and is designed to spur people on to further development of these principles, rather than insisting on compliance. The draft guidance was tested out with key stakeholders and the findings and recommendations will be incorporated into clinical education and quality assurance processes.

The project has considered all four fields of nursing practice – child, adult, mental health and learning disabilities – from pre-registration to some aspects of post-qualification continuous professional development.

The 'how to' Guide is designed to support a range of stakeholders, including:

- service users and carers who offer their personal experience of illness or disability to support nurse education
- students and staff who are engaged in learning
- university lecturers and training department staff in healthcare organisations
- clinical supervisors who are providing learning experiences for students and staff undertaking professional development
- Involvement leads, who have responsibility of ensuring that service users and carers are involved appropriately
- Inspection and quality assurance functions who need to know what good practice looks like.

The toolkit is intended to be applicable to a wide range of organisations (NHS, charity and commercial providers of nursing services as well as further and higher education) and includes useful case studies from a variety of settings. It recognises that in some organisations, service user and carer involvement in nurse education will have its own dedicated infrastructure, while for others it will be part of the work of a wider faculty or health service.

## **Theme 4: Flexible routes into nursing**

Recommendation 12 of Shape of Caring advises:

*HEE, in collaboration with employers and HEIs, should support the development of more innovative work-based learning routes. Those learning routes should be standardised to allow care assistants to move easily into the nursing profession without having to give up their employment, as they study and train for their nursing degree and Registered Nurse status.*

We are working with the Nursing and Midwifery Council (NMC) and the Department for Education (DH) to create wider access to pre-registration education by developing apprenticeships standards for the Nursing Associate role and an apprenticeship route to degree-led nurse registration. Such programmes can support people into caring roles and enable them to earn while they learn.

### **Development of nursing degree apprenticeships**

Developing the nursing degree apprenticeship standard is a crucial element of flexible routes into nursing for the health and care workforce. A nursing degree apprentice will work and study towards a level 6 nursing degree and will need to complete the same nursing degree as full-time university students. This will ensure that all nurses are being educated and trained to the same high-quality standards. Students on the apprenticeship route will need to meet the same NMC standards as other nursing students and - as part of their apprenticeships – they will undertake a variety of placements.

A Nursing Degree Apprenticeship Trailblazer Group, co-chaired by Dr Terry Tucker from Hallmark Care and Professor Lisa Bayliss-Pratt, Director of Nursing & Deputy Director of Education and Quality, HEE, successfully worked in partnership with the NMC, the Department for Education (DfE), DH, employers from all health and care sectors, Skills for Health and higher education institutions on developing standards for a nursing degree apprenticeship.

HEE expects approval for the apprenticeship standard from the Department for Education in June 2017, making it available for the start of the 2017 academic year.

The Registered Nurse Degree Apprenticeship will be one of the first professionally-registered Level 6 apprenticeships to be developed and accepted.

### **Apprenticeship standard for nursing associates**

In March 2017, a six-week public consultation opened on the draft apprenticeship standard for the nursing associate role.

The draft standard was developed by the Nursing Associate Trailblazer Group, which includes employers from health and social care, and wider stakeholders including HEE, NMC and trade unions.

Set at a level 5 apprenticeship, the standard provides a high-level description of the skills, knowledge and understanding that will be required to carry out the roles which are aligned to the Nursing Associate Curriculum Framework (February 2017). It also outlines the professional values and behaviours expected and the qualification the apprentices will gain. The standard is expected to be ready by September 2017.

A clear progression route is being developed for those who may choose to progress from Nursing Associate to becoming a Registered Nurse.



## **Theme 5: Standards for post-registration education**

Recommendation 22 in Shape of Caring advises that:

*HEE should set the standards and selectively commission from other organisations with the ability to accredit and deliver ongoing learning, including authorisation to permit LETBs to recognise and commission HEIs as centres of excellence.*

### **Safe staffing learning tools**

Following publication of the National Quality Board's revised guidelines on safe, sustainable and productive staffing in July 2016, HEE has been working with NHS Improvement and the Chief Nursing Officer to develop e-learning tools that will support nurses responsible for rostering and planning. Stakeholder engagement in the autumn of 2016 provided rich data to support the commissioning and development of the materials. A testing phase is under way and the four-module education package aimed at ward sisters and charge nurses is planned to be launched in summer 2017.

## The Older Persons Fellowship (OPNF) programme

Recognising the specialist knowledge and skills required by nurses caring for older people, HEE commissioned King's College London to develop and implement an Older Persons' Nurse Fellowship programme (OPNF) which began in 2014.

The OPNF programme aims to develop a cadre of nurse leaders who are recognised experts in the care of older people and who have the skills and influence to lead change so that the care of older people is compassionate and of the highest possible quality.

The programme draws together senior nurses from around the country working in different clinical settings including community, hospital and mental health services. These nurses enhance their knowledge of the holistic care of older adults while being supported to work on a change management project in their local area and champion innovation in their work settings.



Funding was secured in 2016/17 for a further cohort of Fellows (to include Allied Health Professionals). In March 2017, a new cohort of 30 senior clinicians embarked on the programme at King's College London, with a rich mix of professionals taking part including nurses, physiotherapists, dietitians and pharmacists.

An evaluation carried out by King's College London reported in November 2016 that the programme had already shown positive changes in nursing practice and in the leadership development of the participants. The evaluation is ongoing and will build an evidence base as to the impact on the care of older people made by the fellows.

## 5. Lessons learned

The Programme has achieved its key milestones over the past 12 months and now has strong foundations on which to build and to ensure that the recommendations of *Raising the Bar* are embedded as 'business as usual' within health and care.

Managing proactive and consistent messaging across the professional networks within a fast-changing programme has been achieved by the development of frequently asked question guides, bulletins, social media activity, dissemination of positive news stories and face-to-face engagement.

Meeting the challenging timetable for delivery of the key elements of Shape of Caring has been possible because of an effective use of co-production. By working in close partnership with our local, regional and national team members we have been able to work at pace and achieve the necessary impact.

The complexity of the delivery programme has confirmed the importance of engaging early with our procurement partners while the experience of our consultation and engagement activities since the start of Shape of Caring has developed our understanding of the wide variety of its stakeholders and how to address their individual positions.



## 6. Next steps for 2017-2018

### Overview

Proposals for the next steps, together with a budget plan for continuing to embed and build on the Shape of Caring programme, have been submitted for approval. The team will continue to work with the NMC and the DH to shape proposals for apprenticeships and the nursing associate. Agreement will be sought on the next steps for the doctoral training centres route, and we will explore how to align the proposed overarching career and education framework with the clinical academic pathway.

A formal evaluation of the Nursing Associate two-year pilot programme has been commissioned by HEE and will begin shortly.

### Key steps of the programme for the next 12 months which have already been agreed.

2017	
<b>April</b>	<ul style="list-style-type: none"><li>• Second wave of Nursing Associate to begin their training.</li></ul>
<b>May</b>	<ul style="list-style-type: none"><li>• A task and finish group to be established and will oversee the development of the Career and Education Framework.</li><li>• King's College London to continue its evaluation of the OPNF programme including the most recent cohort.</li></ul>
<b>May</b>	<ul style="list-style-type: none"><li>• Following approval of the proposals for developing nursing apprenticeship standards by the Department for Education, an FAQ document will be produced. The Shape of Caring team will begin working with HEI partners to encourage uptake of the apprenticeship pathway.</li></ul>
<b>June</b>	<ul style="list-style-type: none"><li>• Analysis of the NIHR survey on clinical academic careers.</li><li>• A conference in June will showcase the work of the Older Persons Nursing Fellowship programme.</li><li>• Launch of Safe Staffing Masterclasses e-learning package.</li></ul>
<b>July</b>	<ul style="list-style-type: none"><li>• The Nursing and Midwifery Assurance Committee will receive a final report on clinical academic careers.</li><li>• The PPI good practice toolkit will be published in summer 2017, subject to final approval from the Patient Advisory Forum. It will be launched with, a short introductory video based on an interview with the PAF Chair Mary Elford.</li></ul>
<b>September</b>	<ul style="list-style-type: none"><li>• Content of the draft career framework will be shared to seek feedback and consensus along with proposals for developing it as an interactive web-based tool.</li></ul>
<b>December</b>	<ul style="list-style-type: none"><li>• An interim evaluation report, 12 months into the Nursing Associate pilot programme, will be submitted, with a final report expected in May 2019.</li></ul>

## Annex 1

### The 34 recommendations of Shape of Caring

#### Theme 1: Enhancing the voice of patients and the public

1. HEE should commission research to identify the forms of patient and public involvement that best support learning, and to ensure that patients and the public are utilised as a valuable resource.
2. \*NMC and HEE must incorporate the findings of Recommendation One into future standard and quality assurance processes.

#### Theme 2: Valuing the care assistant role

3. HEE should evaluate the impact of the Care Certificate on care outcomes and patient experience.
4. Subject to the outcome of Recommendation Three, any future government should ensure that the Care Certificate is a mandatory requirement.
5. HEE should implement the Higher Care Certificate.
6. HEE should set the competency standards for care assistants (NHS bands 1-4) in both health and social care, and work with employers to ensure the workforce is trained to meet those standards.
7. \*NHS England should agree titles and job descriptions that align with HEE's development of a career and education framework for care assistants, as part of HEE's Talent for Care strategy for developing the health and social care support workforce.
8. HEE should explore with others the need to develop a defined care role (NHS Agenda for Change band 3) that would act as a bridge between the unregulated care assistant workforce and the registered nursing workforce.
9. HEE should work with the care sector to develop or use an existing e-portfolio tool that will allow signed-off competencies to be recorded electronically on a national database for care assistants, across both the health and social care sectors. All competencies held within the database will be achieved at nationally accepted standards (which are quality assured on a regular basis) so that they are truly transferable and accepted by all health and social care organisations; reducing the duplication of unnecessary education and training.
10. Following implementation of Recommendation Nine, a standardised portfolio skills passport should be developed for nurses.

### **Theme 3: Widening access for care assistants who wish to enter nursing**

11. HEE should maximise existing collaboration opportunities and use funding levers to support HEIs that are willing to become centres of excellence. Care assistants should be offered APEL that could account for up to 50 per cent of the undergraduate nursing degree.
12. HEE, in collaboration with employers and HEIs, should support the development of more innovative work-based learning routes. Those learning routes should be standardised to allow care assistants to move easily into the nursing profession without having to give up their employment, as they study and train for their nursing degree and Registered Nurse status.

### **Theme 4: Developing a flexible model**

13. \*NMC should gather evidence, explore and consult on the proposed 2+1+1 year model, alongside other alternatives, to examine whether the existing 'four fields' model is fit for the future.
14. \*NMC should explore and consult on the introduction of additional fields of practice such as community nursing.
15. HEE should expect its Local Education Training Boards (LETBs) to explore a model of guaranteed employment for nursing graduates that includes robust preceptorship.

### **Theme 5: Assuring a high-quality learning environment for pre-registration nurses**

16. \*Universities, RCN, HEE and NMC should work together to bring forward into pre-registration education and preceptorship the advanced skills that will support the delivery of future patient care.
17. \*NMC should review its current mentorship model and standards, informed by the outcome of the RCN review and final evaluation of the Collaborative Learning in Practice model, and amend the standards relating to the requirement for one-to-one mentor support.
18. \*Without duplicating existing data collections the NMC, in conjunction with HEE, should develop an annual undergraduate student nursing survey, with the results used to inform local and national improvement in both care practice and education delivery.
19. \*NMC should explore the development of a national assessment framework.

### **Theme 6: Assuring high-quality, ongoing learning for Registered Nurses**

20. \*Universities, employers, regulators, professional bodies and commissioners should work together to build on the existing preceptorship standards in order to explore the development and implementation of a year-long preceptorship programme for newly-qualified Registered Nurses, which will meet requirements for revalidation.
21. HEE should undertake an evidence review to identify the educational attainment of the current qualified workforce, to provide a baseline in order to develop appropriate and effective learning standards and raise the bar across the workforce.
22. HEE should set the standards and selectively commission from other organisations with the ability to accredit and deliver ongoing learning, including authorisation to permit LETBs to recognise and commission HEIs as centres of excellence.
23. HEE should develop and consult on the integrated 'pillars' model of self-care, shared managed care and restorative care, and commission appropriate organisations to develop a career framework (in conjunction with the other three nations).

24. HEE should consult and explore the membership and fellowship model. Then allow (as part of the career framework model) appropriate expert organisations, in partnership with HEIs where appropriate, to develop clinical membership and fellowship standards, where members would be following an awarded postgraduate pathway/programme. The member would be responsible for renewing their registration with NMC through revalidation. Any member who is peer-reviewed can be appointed a fellow. These fellows will also be responsible for developing education and training programmes.
25. HEE should ensure that funding arrangements for ongoing learning (and ongoing learning and career pathway qualification in speciality learning) for Registered Nurses should be made more transparent across the system.

### **Theme 7: Assuring sustainable research and innovation**

26. HEE should forge greater links with the Academic Health Science Networks (AHSNs) to ensure that the workforce is able to adopt and use the latest research to inform and provide better patient care.
27. HEE should accredit Academic Health Science Networks (AHSNs) and Collaborations for Leadership in Applied Health Research and Care (CLAHRCs) to work with LETBs.
28. There should be greater development of postgraduate doctoral centres in LETB areas to drive up clinical research in practice and increase the number of academics in practice.
29. HEE should establish an expert group to examine the potential and implications of developing and implementing Magnet principles to improve the education of the workforce and patient outcomes.

### **Theme 8: Assuring high-quality funding and commissioning**

30. HEE should review current commissioning and funding mechanisms to explore whether a more multi-professional skill mix/population-based approach should be taken forward for education and training.
31. HEE should ensure that the funding for ongoing learning (and ongoing learning and career pathway qualifications in speciality learning) for care assistants and nurses becomes more transparent across the system.
32. HEE should work closely with the voluntary and independent sectors, and local government, and seek lay input to provide more integrated education and workforce planning across the system.
33. HEE, working with HEIs, should support the development of a standardised student minimum data set, which would enable the calculation of attrition rates at HEI, local and national levels.
34. HEE should work with HEIs to develop a standardised exit tool to explore in greater depth the causes for leaving the pre-registration programme. Such data should be reviewed and analysed urgently by HEE to inform future student nurse commissioning intentions and processes.

## Annex 2

### Nursing Associates test sites (2017-2019)

#### First Wave

Region: London and Kent Surrey and Sussex	
This test site offers diverse mental and physical healthcare experience including working with children and adults of all ages and stages of life, with vulnerable groups such as the homeless and refugees, and with a range of community and specialist services. The area covered is South West London and Surrey and Borders.	
<b>Lead Partner 1</b>	<b>St George's University Hospitals NHS Foundation Trust</b>
Education Partners	Kingston University St George's Hospital University of London
Employment Partners	Epsom and St Helier University Hospitals NHS Trust Croydon Health Services NHS Trust Kingston Hospital NHS Foundation Trust South West London & St George's Mental Health Trust Surrey and Borders Partnership NHS Foundation Trust
Placement Partners	Central London Community Healthcare NHS Trust Queens Court Care Home Eothen Homes Royal Star and Garter Homes
This test site partnership has a proven track record of working together and offers a very wide experience of physical and mental health, primary and secondary care, and prevention and public health. The placements will include hospices, nursing homes, prison and other setting.	
<b>Lead Partner 2</b>	<b>Whittington Health NHS Trust</b>
Education Partner	Middlesex University
Employment Partners	Royal Free London NHS Foundation Trust Haverstock Healthcare Camden and Islington NHS Foundation Trust Barnet, Enfield and Haringey Mental Health Trust (BEH) Central London Community Healthcare Trust



Placement Partners	Haringey CEPN UCL Hospital NHS Foundation Trust Islington CEPN One Housing Group Ltd Barnet CEPN Marie Curie Camden CEPN Stacey Street Nursing Home Enfield CEPN North Middlesex University Hospital Noah's Ark Children's Hospital
This well-established partnership is planning a test site that will give trainee Nursing Associates a rounded experience, including mental health, community health and acute secondary care, with a focus on public health as well as illness.	
<b>Lead Partner 3</b>	<b>Bart's Health NHS Trust</b>
Education Partners	London South Bank University City University London
Employment Partners	Homerton University Hospital NHS Foundation Trust Barking Havering & Redbridge University Hospitals NHS Trust East London Foundation NHS Trust North East London Foundation NHS Trust
<b>Region: Midlands and East</b>	
A large and diverse area with a population of 4.5 million is covered by this test site, covering Derbyshire, Lincolnshire, Northamptonshire, Nottinghamshire and Leicestershire and Rutland. The large partnership will enable a considerable variety of experience, including health care and social care, adult mental health, offender health, public health and more, in primary, community and acute settings, including hospices and care homes.	
<b>Lead Partner 4</b>	<b>Nottingham University Hospitals NHS Trust</b>
Education Partners	The University of Northampton The University of Lincoln The University of Derby De Montfort University The University of Nottingham Open University

Employment Partners	<p>Northampton General Hospital NHS Trust  United Lincolnshire Hospitals NHS Trust  Nottingham University Hospitals NHS Trust  Derby Teaching Hospitals NHS Foundation Trust  University Hospitals of Leicester NHS Foundation Trust  Kettering General Hospital NHS Trust  Lincolnshire Partnership NHS Foundation Trust  Lincolnshire Care Association  Lincolnshire Community Health Services NHS Trust  Derbyshire Community Health Services NHS Foundation Trust  Sherwood Forest Hospitals NHS Foundation Trust  Nottinghamshire Healthcare NHS Foundation Trust  General Practice Rushcliffe CCG  Leicestershire Partnership NHS Foundation Trust  East Leicestershire and Rutland Clinical Commissioning Group  West Leicestershire CCG  Leicester City Clinical Commissioning Group  Chesterfield Royal Hospital NHS Foundation Trust</p>
Placement Partners	<p>Northamptonshire Healthcare NHS Foundation Trust  St.Barnabas Lincolnshire Hospice  LOROS Hospice  Mansfield &amp; Ashfield Clinical Commissioning Group  Newark &amp; Sherwood Clinical Commissioning Group  East Midlands Training Hubs (Nurse Leads)</p>
<b>Region: North</b>	
Building on an existing partnership, this large test site provides opportunities for placements within primary and acute care, and NHS, voluntary and third sector organisations including the prison service, across an area that includes Manchester, Salford, Bolton and Ashton under Lyne	
<b>Lead Partner 5</b>	<b>Central Manchester University Hospitals Trust</b>
Education Partners	<p>Manchester Metropolitan University  University of Bolton  University of Salford</p>
Employment Partners	<p>UHSM  Pennine Care NHS Foundation Trust  Pennine Acute Hospital NHS Trust  Salford Royal NHS Trust  Royal Bolton Hospital  The Christie</p>

	Tameside General Hospital Wrightington Wigan & Leigh NHS Foundation Trust Greater Manchester West Mental Health Trust Stockport NHS Foundation Trust Trafford CCGs
This experienced partnership already supports a range of relevant education programmes including Registered Nursing and Social Work. It will provide experience for the Nursing Associates across acute, community and primary care for urban, rural and coastal communities, with a strong emphasis on learning disability and mental health services	
<b>Lead Partner 6</b>	<b>Cheshire and Wirral Partnership NHS Foundation Trust</b>
Education Partner	University of Chester
Employment Partners	Cheshire and Wirral Partnership NHS Trust Wirral University Teaching Hospital NHS Trust 5 Boroughs Partnership NHS Foundation Trust Wirral Community NHS Foundation Trust East Cheshire NHS Trust Warrington and Halton Hospitals NHS Trust Warrington Clinical Commissioning Group (CCG)
Placement Partners	North West Ambulance Service NHS Trust Countess of Chester Hospital NHS Trust Clatterbridge Cancer Centre NHS Foundation Trust Mid Cheshire Hospitals NHS Trust Bridgewater Community Healthcare NHS Foundation Trust
<b>Region: Midlands and East</b>	
This established partnership spans a wide area including Wolverhampton, Dudley, Sandwell and West Birmingham, Walsall, Burton, Shrewsbury and Telford, Staffordshire and Stoke on Trent, with diverse and multi-cultural rural and urban populations. The trainee Nursing Associates will experience a wide range of traditional and non-traditional healthcare settings including a variety of specialist areas.	
<b>Lead Partner 7</b>	<b>Walsall Healthcare NHS Trust</b>
Education Partner	University of Wolverhampton
Employment Partners	Burton Hospitals NHS Foundation Trust Dudley Group of Hospitals NHS Foundation Trust Sandwell & West Birmingham Hospitals NHS Trust South Staffordshire & Shropshire Healthcare NHS Foundation Staffordshire & Stoke-on-Trent Partnership NHS Trust The Royal Wolverhampton NHS Trust The Shrewsbury & Telford Hospital NHS Trust Dudley Clinical Commissioning Group

	Wolverhampton Clinical Commissioning Group
Placement Partners	Compton Hospice Walsall Community Education Provider Network (CEPN)
<b>Region: London and Kent, Surrey and Sussex</b>	
The smallest of the test sites, this initiative focuses on children and young people and their families, and spans North, Central and East London with placements in Chelsea and Westminster - in addition, services are accessed by children and young people nationwide.	
<b>Lead Partner 8</b>	<b>Great Ormond Street Hospital for Children Foundation Trust</b>
Education Partner	London South Bank University
Employment Partners	Bart's Health NHS Trust Central London Community Healthcare NHS Trust East and North Hertfordshire NHS Trust The Whittington Hospital NHS Trust
Placement Partners	University College London Hospitals NHS Foundation Trust Chelsea and Westminster Hospital NHS Foundation Trust
<b>Region: North</b>	
This test site covers Leeds, Bradford and Airedale, serving inner city and urban populations and dispersed rural environments. Trainee Nursing Associates will work with neonates, children, adult and elderly patients in hospital, and will also be placed in primary and community care, in mental health services and care homes.	
<b>Lead Partner 9</b>	<b>Leeds Teaching Hospitals NHS Trust</b>
Education Partners	Leeds Beckett University University of Bradford University of Leeds
Employment Partners	Leeds Community Healthcare Leeds and York Partnership Foundation Trust Bradford Teaching Hospitals NHS Foundation Trust Airedale NHS Foundation Trust Leeds Care Association
Placement Partners	Wheatfields Hospice St.Gemma's Hospice Bradford District Care Trust Leeds North CCG
<b>Region: Midlands and East</b>	
Acute and community trusts provide experience across the full range of acute, primary, community, public health, mental health and integrated health and social care services, in an area that includes an affluent university city, urban areas and market towns, isolated rural communities and a large migrant population.	

<b>Lead partner 10</b>	<b>Cambridgeshire and Peterborough NHS Foundation Trust</b>
Education Partner	Anglia Ruskin University
Employment Partners	Cambridge University Hospitals NHS Foundation Trust Cambridgeshire Community Services NHS Trust Papworth Hospital NHS Foundation Trust Peterborough and Stamford Hospitals NHS Foundation Trust Hinchingbrook Healthcare NHS Trust Peterborough Care
Placement Partners	Cambridgeshire Clinical Commissioning Group West Cambridgeshire Community Education Provider Network Greater Peterborough Network Ltd
<b>Region: South</b>	
This test site brings together organisations across Devon. It is a new partnership of established NHS providers (including GP practices and the ambulance service) and care homes and social care providers, across rural and urban settings and covering many types of service.	
<b>Lead Partner 11</b>	<b>Royal Devon and Exeter NHS Foundation Trust</b>
Education Partners	Plymouth University South Devon College Petroc College
Employment Partners	Northern Devon Healthcare Trust Torbay and South Devon Foundation Trust Plymouth Hospitals NHS trust Livewell South West Plymouth Cann House
Placement Partners	Hospiscare SWAST Mears Care Torbay Devon Partnership Trust Classic Care Home



## Second Wave

Region: North	
Lead Partner 1	Calderdale and Huddersfield NHS Foundation Trust
Education Partners	University of Sheffield
Employment Partners	South West Yorkshire Partnership NHS Foundation Trust Yorkshire Ambulance Service Kirklees Council Locala Batley Health Centre Calder View Surgery Caritas Group Practice Sidings Healthcare Centre Kings Medical Practice Skelmanthorpe Family Doctors Almshouse Surgery
Placement Partners	Overgate Hospice Kirkwood Hospice North Kirklees CCG Caritas Group Practice Spectrum Health
Lead Partner 2	Barnsley Hospital NHS Foundation Trust
Education Partner	University of Sheffield
Employment Partners	The Rotherham Foundation Trust Barnsley Healthcare Federation South West Yorkshire Partnership Foundation Trust
Placement Partners	Barnsley Hospice Spectrum Community Health CIC Barnsley CCG Barnsley ATP Hub
Lead Partner 3	Hull and East Yorkshire Hospitals
Education Partners	University of Hull
Employment Partners	Humber Foundation Trust City Healthcare Partnership Care Plus Group Navigo St Hugh's Hospital
Placement Partners	Northern Lincolnshire and Goole NHS Foundation Trust East Riding and Hull CCG Freshney Green ATP Dove House Hospice

<b>Lead Partner 4</b>	<b>York Teaching Hospitals, including York, Scarborough, Bridlington, Malton, Selby and Easingwold communities</b>
Education Partner	University of York
Employment Partners	None
Placement Partners	To be confirmed)
<b>Lead Partner 5</b>	<b>South Tees Hospitals NHS Foundation Trust</b>
Education Partners	Teesside University Northumbria University Sunderland University Open University
Employment Partners	Tees Esk and Wear Valleys NHS Foundation Trust Newcastle upon Tyne Hospital NHS Foundation Trust North Tees and Hartlepool NHS Foundation Trust Gateshead Health NHS Foundation Trust Northumberland Tyne and Wear NHS Foundation Trust County Durham and Darlington NHS Foundation Trust Northumbria Healthcare NHS Foundation Trust Oxford Terrace Medical Group
Placement Partners	North East Ambulance Service NHS FT Darlington CCG South Tyneside NHS FT South Tyneside CCG City Hospitals Sunderland NHS FT Northumberland CCG Hartlepool and Stockton CCG South Tees CCG North Durham CCG Sunderland CCG Durham Dales, Easington and Sedgefield CCG NHS England Newcastle and Gateshead CCG North Tyneside CCG Northumberland Care Alliance Tyne & Wear Care Alliance Tees Valley Care Alliance St Oswald's Hospice St Cuthbert's Hospice Teesside Hospice St Benedict's Hospice Hartlepool & District Hospice Haven Court Integrated Care Centre
<b>Lead Partner 6</b>	<b>Lancashire Care NHS Foundation Trust</b>
Education Partner	University of Central Lancashire (UCLan)
Employment Partners	East Lancashire Hospitals NHS Trust Blackburn Teaching Hospitals NHS Foundation

	Trust in Partnership with Fylde and Wyre CCG Vanguard
Placement Partners	NHS East Lancashire CCG
<b>Lead Partner 7</b>	<b>The Walton Centre NHS Foundation Trust</b>
Education Partners	Edge Hill University Liverpool John Moores University University of Liverpool
Employment Partners	Aintree University Hospital NHS Foundation Trust Liverpool Heart and Chest Hospital NHS Foundation Trust Royal Liverpool and Broadgreen University Hospitals NHS Trust Mersey Care NHS Foundation Trust Alder Hey NHS Foundation Trust 5 Boroughs Partnership NHS Trust The Clatterbridge Cancer Centre NHS Foundation Trust Liverpool Women's Hospital Foundation Trust Southport and Ormskirk Bridgewater Community Healthcare
Placement Partners	NHS South Sefton CCG
	Walsall Community Education Provider Network (CEPN)
<b>Region: Midlands and East</b>	
<b>Lead Partner 8</b>	<b>Heart of England NHS Foundation Trust</b>
Education Partner	Birmingham City University RCNi
Employment Partners	Heart of England NHS Foundation Trust University Hospitals Birmingham Birmingham Community Healthcare NHS Foundation Trust Birmingham and Solihull Mental Health NHS Foundation Trust Royal Orthopaedic NHS Foundation Trust Solihull CCG Cross City CCG South Central CCG Birmingham Children's Hospital
Placement Partners	Spire Parkway Care England Community Education Provider Networks
<b>Lead Partner 9</b>	<b>Birmingham Community Healthcare NHS Foundation Trust</b>
Education Partners	Birmingham City University University of Wolverhampton
Employment Partners	Black Country Partnership NHS Foundation

	Trust Dudley and Walsall Mental Health Trust
Placement Partners	St Mary's Hospice Birmingham South Central CCG
<b>Lead partner 10</b>	<b>Worcestershire Health &amp; Care NHS Trust</b>
Education Partner	University of Worcester
Employment Partners	Worcestershire Acute Hospitals NHS Trust Worcestershire Health & Care Trust 2gether NHS Foundation Trust
Placement Partners	Taurus Healthcare Wye Valley NHS Trust and Community St Richards Hospice Foundation Worcestershire NHS CCG (to include Redditch & Bromsgrove, Wyre Forest and Worcestershire) Hereford and Worcestershire CEPNs
<b>Lead Partner 11</b>	<b>South Warwickshire NHS Foundation Trust</b>
Education Partners	Coventry University
Employment Partners	University Hospitals Coventry and Warwickshire NHS Trust Coventry & Warwickshire Partnership Trust George Eliot Hospital NHS Trust South Warwickshire GP Federation Coventry & Rugby GP Alliance Ben Town Thorns Care Centre
Placement Partners	University Hospitals Coventry and Warwickshire NHS Trust Coventry & Warwickshire Partnership Trust George Eliot Hospital NHS Trust South Warwickshire GP Federation Coventry & Rugby GP Alliance Ben Town Thorns Care Centre Warwickshire County Council Myton Hospice NHS South Warwickshire CCG Coventry and Rugby CCG Warwickshire North CCG
<b>Lead Partner 12</b>	<b>Hertfordshire Partnership University NHS Foundation Trust</b>
Education Partners	Anglia Ruskin University Hertfordshire University
Employment Partners	West Hertfordshire Hospitals NHS Trust Hertfordshire Partnership University NHS

	Foundation Trust Hertfordshire Community NHS Trust Princess Alexandra Hospital NHS Trust
Placement Partners	Healthwatch Bedfordshire CCG
<b>Lead Partner 13</b>	<b>Bedford NHS Trust</b>
Education Partner	University of Bedfordshire
Employment Partners	Luton & Dunstable NHS Foundation Trust East London Foundation Trust South Essex Partnership Trust Bedford Borough Council
Placement Partners	Healthwatch Bedford CCG
<b>Region: London and Kent, Surrey and Sussex</b>	
<b>Lead Partner 14</b>	<b>The Royal Marsden NHS Foundation Trust</b>
Education Partner	The Royal Marsden School
Employment Partners	The Royal Marsden NHS Foundation Trust Sutton Care Home Vanguard St Christopher's Hospice
Placement Partners	St Raphael's Hospice Sutton CCG London Borough of Sutton
<b>Lead Partner 15</b>	<b>London Borough of Hammersmith and Fulham</b>
Education Partner	Buckinghamshire New University
Employment Partners	Central North West London NHS Foundation Trust Vincentian Care Plus
Placement Partners	Imperial College Healthcare NHS Trust
<b>Lead Partner 16</b>	<b>Imperial College Healthcare NHS Trust</b>
Education Partner	Buckinghamshire New University
Employment Partners	Imperial College Healthcare NHS Trust Central London Community Healthcare NHS Trust
Placement Partners	Chelsea and Westminster NHS Trust Central and North West London NHS Foundation Trust Hammersmith and Fulham and West London CCG partners
<b>Lead Partner 17</b>	<b>Oxleas NHS Foundation Trust</b>
Education Partner	University of Greenwich

Employment Partners	King's College Hospital Bromley Healthcare Dysart Surgery Greenwich & Bexley Community Hospice Kent and Medway NHS & Social Care Partnership Trust Lewisham Community Education Provider Network
Placement Partners	Clover Health Centre Dartford and Gravesham NHS Trust Lewisham & Greenwich NHS Trust Royal Borough of Greenwich Valentine Health Partnership
<b>Lead Partner 18</b>	<b>East Kent Hospitals University NHS Foundation Trust</b>
Education Partner	Canterbury Christ Church University
Employment Partners	Kent Community Health NHS Foundation Trust Thanet CCG South Kent Coast CCG
Placement Partners	None
<b>Lead Partner 19</b>	<b>CSH Surrey</b>
Education Partners	University of Surrey Dynamic Training Ltd
Employment Partners	Ashford & St Peters Hospital NHS Foundation Trust Surrey Downs CCG Surrey Skills for Care network Queen Elizabeth Foundation for Disabled People North West Surrey
Placement Partner	None
<b>Lead Partner 20</b>	<b>Southern Health NHS Foundation Trust</b>
Education Partners	Southampton Solent University
Employment Partners	Portsmouth Hospital NHS Trust Solent NHS Trust Salisbury NHS Foundation Trust Hampshire Hospitals NHS Foundation Trust University Hospitals Southampton NHS Foundation Trust Queen Alexandra Hospital Salisbury District Hospital
Placement Partners	Portsmouth CCG Fareham CCG

	Gosport CCG South Eastern Hampshire CCG Portsmouth City Council Southampton City Council
<b>Region: South</b>	
<b>Lead Partner 21</b>	<b>North Bristol NHS Trust</b>
Education Partner	University of the West of England
Employment Partners	Royal United Hospitals Bath NHS Foundation Trust Bristol Community Health Sirona Care & Health Weston Area Health Trust
Placement Partners	Avon Local Medical Committee St Monica Trust
<b>Lead Partner 22</b>	<b>Somerset Partnership NHS Foundation Trust</b>
Education Partners	University West of England Yeovil College Bridgwater College
Employment Partners	Yeovil District Hospital Taunton and Somerset NHS Foundation Trust
Placement Partners	Symphony Health Services Somerset Care Somerset CCG
<b>Lead Partner 23</b>	<b>Berkshire Healthcare Foundation Trust</b>
Education Partners	Oxford Brookes University University of West London University of Bedfordshire Buckinghamshire New University
Employment Partners	Royal Berkshire NHS Foundation Trust Frimley Park Hospital NHS Foundation Trust Berkshire Care Association Berkshire West CCG Berkshire East CCG Priority Group Oxford University Hospitals NHS Trust North Training Hub in Primary Care Buckinghamshire Healthcare NHS Trust Milton Keynes Hospital NHS Foundation Trust Broadmoor Prison Hospital
Placement Partners	Peverel Court Banbury Heights Nursing Home
<b>Region: South</b>	
<b>Lead Partner 24</b>	<b>NHS Gloucestershire CCG</b>



Education Partners	University of Gloucestershire
Employment Partners	2Gether NHS Foundation Trust Gloucestershire Hospitals NHS Foundation Trust Gloucestershire Care Services
Placement Partners	Millbrook Lodge The Order of St John Care Trust Sue Ryder, Leckhampton Court Hospice South West Ambulance Service Trust