Imperial College Healthcare NHS
NHS Trust

Generating a pipeline of talent: educators and providers working together to develop the best nurses in the world

Dr Kathryn Jones
Deputy Director of Nursing, Imperial College Healthcare NHS Trust

innovation respect care achievement pride

Imperial College Healthcare NHS Trust at a glance

- The Trust's objectives
  - Excellence in clinical services
  - Excellence in research
  - Excellence in healthcare education
- Patients, population and staff
  - 1,000,000 patient episodes a year
  - Serving a population of 3,000,000
  - 9,500 staff including 3250 nurses
- Largest NHS Trust in the UK
  - Merger completed October 2007
  - Maintained excellent financial and operational performance

care achievement pride

The Imperial AHSC model

- Integrated leadership and management
- Research and education embedded with clinical services
- Joint appointments and programmes
- Integrated strategic, operational and capital planning
- International benchmarks and standards

Trust objectives

- To provide the highest quality of healthcare to the communities we serve
- To provide world-leading specialist care in our chosen fields
- To conduct world-class research and delivery the benefits of innovation to our patients and population
- To attract and retain a high-calibre workforce, offering excellence in education and professional development
- To achieve outstanding results in all our activities

World leader - Johns Hopkins Hospital, Baltimore, USA

ICHT Nursing and Midwifery strategy

Four elements:

- Safe effective and compassionate care
- Integrated service, education and research
- Recruit and retain the most talented individuals
- Strengthened leadership and innovation

Integrating service, education and research to deliver better patient care (ICHT N&M strategy)

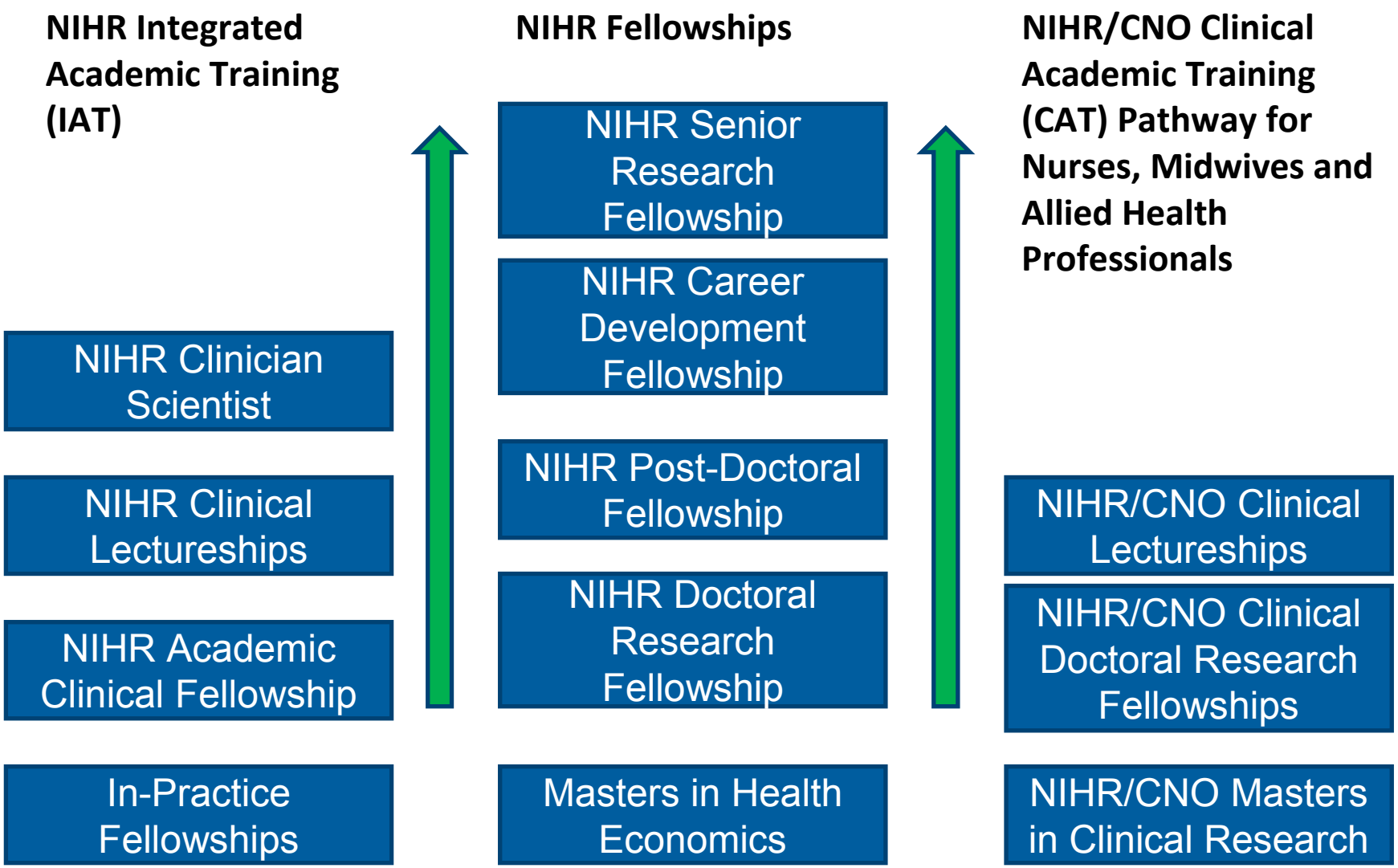
- Improving pre-registration education and training: student selection, undergraduate courses, innovative practice learning [joint strategy and appointments]
- Developing a culture of research and CPD: increasing degree qualified nurses from 25% to 50%; masters qualified from 2% to 10% by 2012
- Establishing Clinical Academic Networks
- Applying evidence-based best practice
- Spreading good practice and innovation
- Developing N&M Clinical Academic pathways

(*ICHT Nursing and Midwifery strategy 2009-12)*

NIHR Research Training Awards

- Looking to support the research leaders of the future
- Increase research skills in clinical and applied health and social care research
- Coherent series of awards
- Increase in independence → independence
- Career development
- Research capacity development

APPLICANT - RESEARCH - TRAINING AND DEVELOPMENT
ENVIRONMENT - VFM



Research Capacity Development Programme

Initiatives to develop research capability and capacity at ICHT

- NIHR/CNO Masters in Clinical Research: Adam Black – a comparison of nurse prescribing in AE and sexual health services
- NIHR/CNO Clinical Doctoral Research Fellowships: Matthew Grundy-Bowers – HIV negative and unknown status men who have sex with men and engage in unprotected sex
- NIHR/CNO Clinical Lectureship: Dr Gill Chumbley- pain relieving effects of administering low-dose ketamine post-op to patients at high risk of developing chronic pain
- Charitable Trustee funded Imperial fellowships: 15 Masters in Research fellows at Imperial and King's College

Governance and assurance: Key Performance Indicators

Turnover and Sickness
Workforce turnover
Vacancy rate
Sickness & absence rate
Staff numbers vs plan
Agency spend
Appraisal complete
Staff Satisfaction (Picker Annual)
Education
Volume of undergraduate teaching (Nursing)
Volume of undergraduate teaching (Medical)
Volume of postgraduate teaching
Number of PhD/MD students

Finally: links between staff and patient satisfaction

'…there is a strong business case for investing in staff health and well-being. Organisations that prioritised staff health and well-being performed better, with improved patient satisfaction, stronger quality scores, better outcomes, higher levels of staff retention and lower rates of sickness absence'.

Boorman report: NHS Health and Well-being (Nov 2009)

Thank you and questions