

Trust Board Meeting: Wednesday 12 March 2014

TB2014.35

Title	Oxford University Hospitals NHS Trust's compliance position in relation to the Cavendish Report
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Status	For information
History	The Trust Management Executive considered the Trust's compliance position on 24 October 2013.

Board Lead(s)	Liz Wright, Acting Chief Nurse			
Key purpose	Strategy	Assurance	Policy	Performance

Executive Summary

1. This paper presents a summary of the recommendations made by the Cavendish Report in July 2013, and an overview of the current national and regional work streams in relation to Oxford University Hospitals NHS Trust's (OUH) compliance position.

2. Camilla Cavendish was commissioned by the government to undertake an Independent Review into standards of care provided by support workers within health and social care, following the findings at Mid Staffordshire NHS Foundation Trust and the failings at Winterbourne View.

3. The Cavendish Report grouped the recommendations into four key areas: the recruitment, education and training of support workers, making caring a career, allowing time to care and getting the best out of people.

4. Health Education England (HEE) have identified four key deliverables in their mandate, that support the recommendations made by Cavendish, and in February 2014 launched 'Talent for Care', a national consultation exercise exploring the roles of the Bands 1-4 workforce.

5. The government's response to the Francis Inquiry 'Hard Truths – A Journey into Putting Patients First' (January 2014) sets clear work streams with regard to Cavendish's recommendations.

6. NHS Health Education Thames Valley has launched a Support Worker Development Strategy – 'Relevant, Rigorous and Recognised' which links into the national consultation 'Talent for Care'.

7. This paper outlines further actions that are being undertaken to enhance the Trust's position with regard to the Cavendish report recommendations, in alignment with the national and regional strategy. It also identifies a number of work streams to enable the Trust to achieve full compliance.

Recommendation

The Trust Board is asked to note the Trust's compliance position and the proposed work streams.

Oxford University Hospitals NHS Trust's compliance position in relation to the Cavendish Report

1. Introduction

- 1.1 This paper presents an assessment of the Trust's progress against each of the main recommendations of the Cavendish Review and the government's subsequent response.
- 1.2 The paper identifies how these link into national and regional strategies for reviewing the Bands 1-4 workforce and highlights the work streams in place to further enhance the Trust's position.
- 1.3 It further outlines an implementation plan that runs in parallel with the national and regional strategies.
- 1.4 The Trust predominantly refers to Healthcare Assistants and Support Workers as Clinical Support Workers (CSWs) and this term will be used throughout this paper.

2. Background

- 2.1 Camilla Cavendish undertook an independent review of Healthcare Assistants (HCAs) and support workers in health and social care, following the failings at Winterbourne View and Mid Staffordshire NHS Foundation Trust. The report was published in July 2013 and offered 18 recommendations.
- 2.2 The objectives of the review were to consider what can be done to ensure that all people accessing health and social care services are treated with care and compassion by support workers and to make recommendations with regard to the recruitment, training, management and development of CSWs and support workers.
- 2.3 Health Education England's (HEE) Mandate contains five deliverables that relate to support worker education and development including establishing minimum standards of education and training, creating a robust baseline of data on CSWs, supporting progression into pre-registration programmes and increasing the number of apprenticeships.
- 2.4 In the government's response, 'Hard Truths', the government broadly accepted the findings of the Cavendish review and identified key deliverables, including the launch of a Fundamental Care Certificate in March 2015, and supporting bridging programmes into pre-registration education for employees in CSW roles.

3. The Cavendish recommendations

- 3.1 The following table (Table 1) identifies the current Trust position with regard to each of the Cavendish recommendations for health, as opposed to social care, and also the Trust's position with regard to the national and regional strategies. The recommendations have been grouped together.

Table 1: OUH position in relation to the Cavendish recommendations.

Cavendish Recommendation (CR number)	National and Regional Strategy	OUH position	RAG rating
<p>CR1: HEE should develop a 'Certificate of Fundamental Care' which is linked to national minimum training standards.</p> <p>CR3: All support workers should complete the Certificate of Fundamental Care before they can work unsupervised.</p> <p>CR4: Nursing students and CSWs should undertake the certificate together.</p>	<p>The government has tasked HEE to work with Skills for Health and Skills for Care to develop a Care Certificate and launch in March 2015.</p> <p>An amendment to the Care Bill has been tabled to enable the establishment of a specific agency to regulate training standards for CSWs.</p>	<p>All CSWs undertake a comprehensive one week induction programme which has been mapped to minimum training standards. During this programme they receive practical training including how to meet a patient's hygiene needs, assist with feeding and communicate with patients and carers with skill, compassion and dignity. The programme is linked to the OUH Trust values and is positively evaluated by inductees and their managers.</p> <p>All new CSWs are expected to demonstrate competence through a portfolio of beginner competences which they receive in induction. They then have 6 months to complete the programme.</p> <p>All existing CSWs have been asked to complete the same competencies to provide assurance that the OUH has a minimum standard benchmark.</p> <p>The Trust has benchmarked with other NHS Trusts and is found to be providing a good standard of education and training on Induction.</p>	<p>Green</p> <p>Action: The Academy team are working with divisions to ensure that they are compliant with existing staff completing competencies.</p>
<p>CR2: A 'Higher Certificate of Fundamental Care' should be developed and linked to more advanced competencies.</p> <p>CR10: Employers and HEE, sector skills should work together to develop a robust career development</p>	<p>National consultation has been launched 'Talent for Care' to develop a strategy that supports the educational needs of all Bands 1-4 staff.</p> <p>OUH Academy has been awarded an Investment bid from</p>	<p>The Academy lead is contributing to the Talent for Care consultation process.</p> <p>A task and finish group is to be launched in April 2014 to identify the Trust's approach to meeting the education needs of CSWs</p> <p>A programme of advanced CSW training aligned to competencies is being developed. The programme uses patient stories, complaints and case studies to underpin the</p>	<p>Amber</p> <p>Action: Distribute and collate staff survey by May 2014.</p> <p>Identify</p>

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framework for support staff.	<p>HETV to support the development of existing staff competency frameworks.</p> <p>The Department of Business, Innovation and Skills released their Skills Funding Statement and have prioritised funding for apprentices, traineeships and Princes Trust projects.</p> <p>HETV have offered the Trust 60K to support this development.</p>	<p>curriculum and also involve patients and carers to enhance the learning.</p> <p>A survey of all CSWs is being designed to ascertain academic backgrounds, skills sets and awareness of and access to career opportunities.</p> <p>The Academy team provide career direction to support workers in person, on the telephone, via email and the Intranet.</p> <p>The Academy's intranet site is being re-designed and will clearly outline career progression and development opportunities available as well as the other areas of education and training that the Academy provides.</p> <p>The Academy team have held events on each site and a Listening into Action (LiA) groups to allow CSWs to feel empowered to talk about their experiences and views.</p> <p>The Trust's first CSW conference is being held at the John Radcliffe site on March 14th 2014.</p> <p>The Academy supported a small cohort of young apprentices (clinical and non-clinical) in September 2012. This has been a great success with a number of the apprentices being offered employment within the OUH. We have received funding from HETV for another 5 young apprentices and are advertising for these posts in April 2014.</p> <p>The Academy has been working with the Princes Trust to scope the feasibility of supporting our first cohort of young people in May 2014.</p>	<p>membership and launch Task and Finish group by June 2014.</p> <p>Intranet re-design completed by April 2014</p> <p>Increase the number of NHS apprentices in clinical and non-clinical areas.</p>

Cavendish Recommendation (CR number)	National and Regional Strategy	OUH position	RAG rating
<p>CR6: Employers should be supported to test the values, attitudes and aptitudes of CSWs at recruitment stage.</p>	<p>HEE mandate supports the assessment of values and aptitudes at recruitment stage.</p> <p>From October 2014 the CQC will be tasked to review Trust's assessment of values during the recruitment process.</p>	<p>All new recruits pass through the Academy's recruitment process which includes a literacy assessment and Values Based Interview (VBI).</p> <p>The Academy are a pilot site for the NSPCC work on VBI and has been approached to be a VBI evaluation site by the University of York/Said Business School.</p> <p>The induction programme refers throughout to the OUH Trust values. Feedback from managers and the Induction teaching team indicate that the values of these new workers are evident when they enter the organisation. In particular, with regard to their compassion and sensitivity</p>	<p>Green</p>
<p>CR7: HEE and LETBs should develop a new bridging programme into pre-registration nursing.</p> <p>CR8: HEE and LETBs should take forward the HEE mandate to widen participation in recruitment to NHS funded courses and develop innovative routes for non-traditional staff to progress.</p> <p>CR9: The NMC should make caring experience a prerequisite to starting a nursing degree and review the contribution of vocational experience so that those with strong caring experience can</p>	<p>HEE Mandate Deliverable 1 for Bands 1-4 outlines the need for the development of a national bridging programme.</p>	<p>The Academy Lead has been invited to be one of 5 people to advise HEE on the development of a national bridging programme.</p> <p>The Academy team support CSWs to undertake Advanced Apprenticeships and entry onto access courses that provide the academic requirements to enter Professional Education.</p> <p>The OUH has a progression route from CSW into undergraduate nurse training and seconds 3-4 CSWs each year.</p> <p>Some CSWs undertaking the Foundation Degree have attained Assistant Practitioner posts and have progressed onto their nurse training.</p> <p>A training needs request have been sent to all divisions to ascertain interest in supporting CSWs through a four year part time nursing degree with the Open University. This allows the CSW to remain working within the Trust during their training.</p> <p>A collaborative project to develop internships is being</p>	<p>Green</p>

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undertake 'fast track' degrees.		discussed with Oxford Brookes University and Oxford Health. This supports people to gain 12 months' work experience as a CSW prior to commencing their nursing, midwifery or medicine training.	
CR11: Employers should allow HCAs to use the title 'Nursing Assistant' on completion of the Certificate of Fundamental Care.	The Chief Nursing Officer for England leads a working group considering the use of nursing assistant as a title.	<p>OUH is in a similar position to other NHS Trusts whereby CSWs continue to have varying titles. They are also called Health Care Assistants and Health Care Support Workers.</p> <p>The variation in title is causing confusion when allocating, coding and reporting staff using the Safer Staffing Matrix. On responding to data requests from NHS Employers and HETV it is problematic to accurately report when we cannot isolate and identify the clinical workforce from non-clinical Bands 1-4.</p> <p>In benchmarking with other Trusts it was noted that UCLH use the title Nursing Assistants and this is line with Therapies i.e. Physiotherapy Assistant, Occupational Therapy Assistant.</p>	<p>Amber</p> <p>Action: Commence discussion of name change at CSW conference.</p> <p>Use the CSW survey to ascertain titles used.</p> <p>Add name change as an objective of task and finish group.</p>
<p>CR12: Trusts should empower Directors of Nursing to take greater Board level responsibility for the recruitment, training and management of HCAs.</p> <p>CR14: The Secretary of State for Health should commission the Professional Standards</p>	<p>The government has reinforced the need for Directors of Nursing to have clear lines of responsibility and accountability in the education and training of support workers.</p> <p>This work is linked to Compassion in Practice: a</p>	The Academy team report directly to the Deputy Chief Nurse and to the Board via the Chief Nurse	Green

Cavendish Recommendation (CR number)	National and Regional Strategy	OUH position	RAG rating
<p>Authority for Health and Social Care for advice on how employers can be more effective in managing the dismissal of unsatisfactory staff.</p> <p>CR15: Skills for Health should refine its proposed code of conduct.</p>	<p>National Strategy for Nursing, Midwifery and care staff.</p>	<p>The beginner CSW competencies are linked to the employee's probation period in order to assess competence and fitness for practice.</p> <p>The OUH have a Code of Conduct for Support Workers and also adhere to the National Core Standards for Assistant Practitioners (APs) and the South Central Code of Conduct for APs.</p>	

4. The Trust's on-going development work streams

- 4.1 It is suggested that the following work streams would enhance the OUH's compliance in response to the Cavendish recommendations as well as supplementing the Trust's current programmes of support and education for CSWs. The Academy team will incorporate these work streams and the proposed dates for completion into their work plan for 2014/5. Risks to achievement and mitigating actions will also be included.
- 4.2 The Trust will work in partnership with Higher Education Institutions, HEE and the sector skills councils to develop the Certificate in Fundamental Care, and align the Trust's advanced programmes of training to the Higher Certificate in Fundamental Care
- 4.3 Conduct a survey of all clinical support workers in the OUH to ascertain job title, academic background and data of vocational experience.
- 4.4 Recruit key stakeholders (CSWs, ward sisters, matrons, patient representatives and staff side representatives) to a task and finish group, with the purpose of developing a CSW strategy that makes recommendations to the Trust with regard to workforce development and planning in relation to educational and development needs of CSWs, career pathways that address the deficit in adult degree nursing levels and improve the satisfaction of CSW roles and enhances retention.
- 4.5 Regular benchmarking of the outcomes of the CSW educational strategy with the Shelford group and other NHS Trusts, to support the compliance position and share best practice.
- 4.6 Increase the opportunities for developing the number of apprenticeships and traineeships within both clinical and non-clinical roles within the Trust.
- 4.7 Undertake an annual review that includes stakeholders, including patients, carers and staff to demonstrate openness and transparency in the improvement process as well as celebrate excellence.
- 4.8 Report on the annual review including compliance against the national strategies, including the mitigation of risk, outcomes and progress mapped against the Trust's workforce strategy.

5. Conclusion

- 5.1 This update reports on the positive progress that the Trust is making against the recommendations highlighted within the Cavendish Report and the government's response through Health Education England.

6. Recommendation

- 6.1 The Trust Board is asked to note the Trust's compliance position and the proposed work streams.

Liz Wright
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