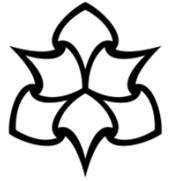


Exploring the Professional Development of Nurses in UK Care Homes

Professor Alison Chambers

Dr Kirsten Jack

Professor Josie Tetley



Aim:

To explore the factors, which support high quality education and development of nursing staff in care homes



Background

- 426,000 older and disabled people in care homes in the UK
- Approximately 405,000 are aged over 65 (LaingBuisson, 2014)
- Nurses might choose care home work to fit around other commitments, rather than viewing it as a viable career pathway
- Educational challenges related to support, supervision, CPD and retention (Spilsbury et al, 2015)



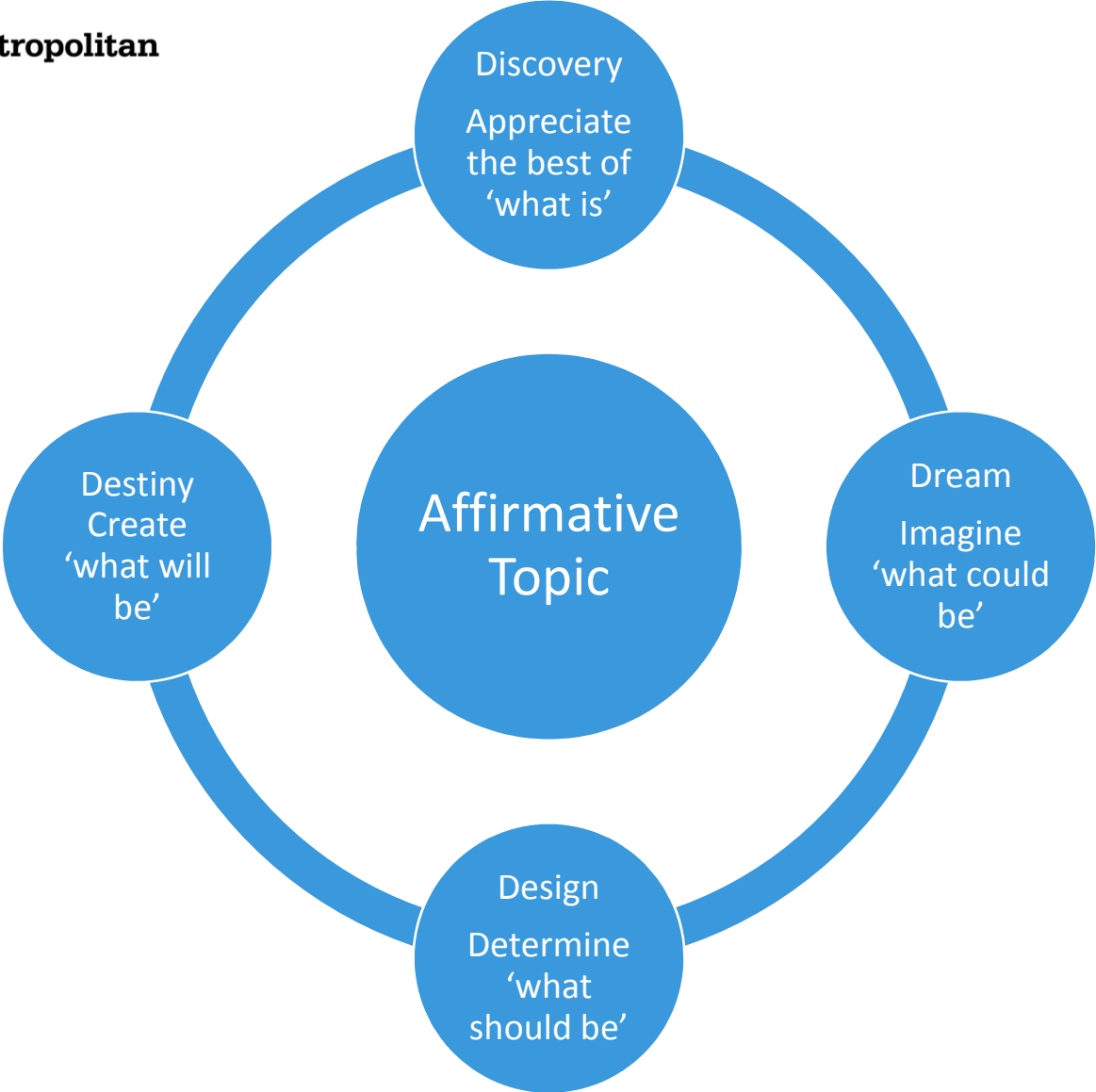
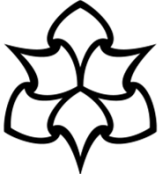
Background

- Part of a wider project being undertaken by Care England
- Focus - recruitment, retention and professional development of care home nurses
- Foundation of Nursing Studies
- Based on the 'Teaching Care Homes' model (Butler, 1981)
- Care homes provide a rich resource for learning and development



Appreciative Inquiry







Method

- 15 appreciative interviews: care home managers, qualified nurses, support workers (Bury, Harrogate, Gloucester, London and Newcastle)
- Creative workshops with wider team
- Scoping study





Leadership

1. Visible
2. Nurturing
3. Shared Responsibility
4. Role models

Finance

1. Practical issues
2. Need for longer term investment
3. Agency staff

Educational Methods

1. E-Learning
2. Experiential Learning
3. IT access



Leadership

Visibility

I think as a home manager you've got to be present. You've got to be *in* the home. The staff, they know when I'm here, I'm *here*... I will be walking around. I will be observing.... I will be interacting and engaging with residents and with staff. They know that when issues come up they can come to my door (Gary, Manager)



Nurturing

...she came to me as a care assistant...
then a senior carer, unit manager, deputy
manager... now she is back running and
managing a nursing home... I think that's
because we push people from behind and
we'll say, we are there to catch you and
help people realise their potential (Jean,
Manager)



Everyone's responsibility:

... a lot of it comes from imparting personal knowledge as well, like the more experienced carers helping the new employees learn... So the personal knowledge of individuals and passing that on, is one of the main things that you can do (Phil, Support Worker)



Finance

... who else will do their role while they are away? ...
I have explored the nurse practitioner and
prescriber, and it is impossible because of the
amount of time they have to spend doing the
training and they also need a consultant prescriber
to sign them off ... and they (CCG) have just pulled
our last consultant 2 weekly visits because of costs...
(Jean, Manager)



The need to invest

... because in the long run it's got to be worth investing in financially for the bigger picture hasn't it? ... in the past we have paid £3000 to recruit a nurse and she stayed 3 months... That's happened a few times and that's money down the drain... all this money is building up, so to me, investing in the people we have got, the people who really want to do it, it would make financial sense wouldn't it... (Jackie, Registered Nurse)



Long term vision

You know a lot of the companies are spending thousands of pounds to recruit people and pay for agency... long term, if you recruit one young person who wants to grow up to be a nurse. When they do health and social care for 2 years, you've got good care staff for 2 years, so you retain your staff, quality is good and we support them also (John, Manager)



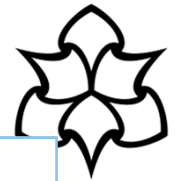
Educational Methods

...there is going to be more e-learning... which is a bad thing I think because how can you prove that somebody is competent after ticking a few boxes... how many people just, it is like a yes or no, true or false you know, or pick the right answer out of A, B, C, D and who is to say it wasn't just a lucky guess, and did they retain that? (Joan, Registered Nurse)



Experiential learning

I think a lot of dementia care comes from *experience*...there's only so much you can learn from a text book. Each person presents completely differently and you've got to be open, to be pliable, to be adjustable to each situation, each person and how they're going to react with you (Phil, Support Worker)



Home as 'classroom'

I quite often do a little session; if we have got somebody with diabetes, I will spend 10 minutes explaining things... they (other staff) are pleased to have that knowledge... if they have got some understanding... they look at the bigger picture and... people take some autonomy... so we are creating that learning environment as it is (Jackie, Registered Nurse)



University Links:

I think that access to the library would be very useful... because I work out of hours... the whole 24 hour care, anything after 5, weekends, nights, you haven't always got somebody you can pick up the phone to and that's a very long night if you are suddenly working, if you are working blind almost... (Helen, Qualified Nurse)



Recommendations

- Enhance opportunities to develop effective leadership
- Develop attractive career routes for potential applicants, e.g. Managerial and Specialist routes
- Links with Higher Education Institutions could be made to develop reciprocal arrangements for staff development and student learning



Recommendations

- Consider more of a 'grow your own' ethos to retain and encourage staff to work in the sector
- Explore ways to reduce the amount of agency staff working in care homes
- Explore the multiple ways of learning in care homes – not just about course attendance



Teaching Care Homes Pilot

Full report on Care England website www.careengland.org.uk

Professor Alison Chambers

a.chambers@mmu.ac.uk

Dr Kirsten Jack

k.jack@mmu.ac.uk

Professor Josie Tetley

j.tetley@mmu.ac.uk



References

- Butler R (1981) The Teaching Nursing Home *Journal of the American Medical Association* 245, 14, 1435 – 1437
- Cooperrider DL & Whitney D (2005) *Appreciative Inquiry: A Positive Revolution in Change* CA: Berrett-Koehler Publishers
- LaingBuisson (2014) *Care of Elderly People Market Survey 13 – 14* London: LaingBuisson
- Spilsbury K, Hanratty B & McCaughan D (2015) *Supporting nursing in care homes* London: RCN Foundation

