

STEPS TO **EXPAND** PLACEMENT CAPACITY



The NHS Long Term Plan sets out ambitions to increase the number of people in learning placements across the NHS. To meet these ambitions, employers will have to scale up the ability to offer a safe and high quality learning environment that supports workforce development.

This document sets out questions to consider and some suggested actions that could help expand and improve your organisation's capacity for work placements in a sustainable way.

MANAGER **BUY-IN** AND **MINDSET**

Questions

- ? Do your managers accept that the current learning environment may need to change?
- ? Are managers involved in developing a sustainable solution to expand placement capacity?
- ? Are your managers familiar with different models being used, for example the coaching approach?

Actions

- ✓ Engage managers to raise their understanding and gain support about different models.
- ✓ Facilitate time for managers to explore options that work for them/their teams/services.
- ✓ Identify what can be changed to overcome barriers and resistance.

RELATIONSHIPS WITH HIGHER EDUCATION INSTITUTIONS



Questions

- ? Have you engaged your HEI partners to look at where changes can be made, for example, the timing of placements?
- ? Do HEIs share data about the number of students on the different courses?
- ? The NMC standards require each student to have a separate academic assessor and practice assessor. Do you know who will fulfil those roles?

Actions

- ✓ Stagger student placements or have several start dates to help manage demand.
- ✓ Track potential gaps in the workforce and target students for those areas.
- ✓ Bring the process of placement allocation in-house.

USE YOUR RESOURCES EFFECTIVELY

Questions

- ? Do you know how many supervisors and assessors you have available?
- ? Are you training other registered health and social care professionals, such as physiotherapists or social workers, to supervise students?
- ? Do you have registered mentors who can become practice assessors?

Actions

- ✓ Ask your HEI partner to help raise awareness and train staff on the NMC's standards for student supervision and assessment.
- ✓ Train newly qualified nurses and nursing associates to supervise first-year students.
- ✓ Use ESR (Electronic Staff Record) to populate a dashboard to establish how many registered mentors are no longer active and could be retrained.



EVALUATE YOUR APPROACHES

Questions

- ? Are you using examples of good practice, or evidenced-based outcomes such as patient safety data to support your case for introducing new approaches?
- ? How is information shared with managers and their staff teams?
- ? How will you evaluate any new approaches you are wanting to pilot?



“ A positive placement experience will not only teach good practice but will also coach students in how to develop relationships with their peers and patients. ”
- Nursing Times

Actions

- ✓ Capture data to formally evaluate new approaches, for example the number of falls or discharge rates.
- ✓ Keep staff engaged through hosting open forum sessions to discuss proposals and any worries or concerns.
- ✓ Introduce new models where there is appetite for change.

CONSIDER DIFFERENT DELIVERY MODELS AND SETTINGS

Questions

- ? Are you familiar with models that use the principles of the coaching approach?
- ? Have you explored potential placements in other settings such as the community or primary care?
- ? Have you used a SWOT analysis to identify the advantages and challenges of different settings?

Actions

- ✓ Hold discussions across the local STP/ICS region to identify placement options including in the independent and voluntary sector.
- ✓ Consider how you can rotate students to give them a wider experience and expose them to different areas.
- ✓ Use 'training' wards to support and mix learners, for example, nursing and trainee nursing associates and allied health professionals.

TAKING THIS AGENDA FORWARD

Questions

- ? Is there strategic support from board members and the senior leadership team?
- ? Has a senior manager been identified to centrally lead this piece of work?
- ? Have you considered using the placement tariff to pay for a practice facilitator to support the wards and staff?

Actions

- ✓ Appoint a manager with the appropriate level of authority to take this work forward.
- ✓ Appoint a full-time practice facilitator to help embed the model.
- ✓ Present a board paper on the organisational challenges and how these can be addressed.



While this resource, along with our briefing [Employer approaches to building placement capacity](#) can help you explore different options, it might also be useful to think about joining forces with other local trusts and partner organisations to share ideas about how placement capacity can be increased and learning experiences improved across your entire local system.

Contact us

For more information on how to become involved in our work:

- ✉ workforcesupply@nhsemployers.org
- 🌐 www.nhsemployers.org
- 🐦 @nhse_wfs
- 📍 **NHS Employers**
2 Brewery Wharf
Kendell Street, Leeds
LS10 1JR

NHS EMPLOYERS

NHS Employers is the employers' organisation for the NHS in England. We help employers to develop a sustainable workforce, improve staff experience and be the best employers they can be.