

CULTURE

Key message	Related actions	Deliverables	Lead responsibility	Working with	Timescale: by end of	What does this mean for Lanarkshire?	Assessment (red, amber & green)	Issues and examples
1. Caring is the essence of nursing and midwifery practice, and enabling is at the heart of allied health professionals' practice.	Caring and enabling must be valued equally with technical competence within NHS Boards.	Job profiles for nursing, midwifery and AHP posts reflect caring, enabling and technical competence requirements.	NHS Board Nurse Directors NHS Board Lead AHPs	NHS Board human resources departments	2007	JDs/KSF profiles written to encompass caring - not confident for all professionals (see issue sheet).	Amber	Not confident same for all JDs in all professions.
		Patient satisfaction with caring and enabling elements of NMAHP services consistently demonstrated through formal and informal surveys.				Some evidence is collected in parts of organisation – pt satisfaction - day surgery, maternity, MCN/carer involvement, and citizen's panel.	Amber	Information not collected in a systematic/consistent manner across organisation * National pt experience programme may help.
	Evidence-based principles of caring must be embedded in pre- and post-registration nursing and midwifery programmes.	Caring is demonstrated explicitly as a theme in nursing and midwifery education programmes.	HEIs	NHS Boards NES	2008	Curriculum being reviewed/rewritten – opportunity to incorporate caring explicitly.	Amber	Clinicians on programme panels need to be aware of their role in bringing caring to the curricula.
Evidence should be provided that caring has been embedded in pre- and post-registration	Quality assurance processes demonstrate caring component of courses.	HEIs	NES NHS Boards	2008		Amber		

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	education programmes.							
2. The core values of nursing, midwifery and allied health professions must underpin the practice of every NMAHP and should drive models of care that promote positive and equitable engagement with patients, families and carers as the central focus for practice.	A values-based approach must be central to the delivery of nursing, midwifery and AHP services.	NHS Board strategies for service delivery and workforce development reflect a values-based approach.	NHS Board Nurse Directors NHS Board Lead AHPs	NHS Boards Local education providers	2008	Demonstrated in mental health, midwifery, MCN work.	Amber	Although 'values' in mental health - need framework for transferability across piece.
		Patient satisfaction with values-based elements of nursing, midwifery and AHP services consistently demonstrated through formal and informal surveys.		Line managers and professional leads	2006 ongoing	Mental health and midwifery formally appraised.	Amber	Concerns – particularly in older adult.
	A values-based approach should be evident in nursing, midwifery and AHP practice.	Recording of values-based activity in individuals' professional portfolios and personal development plans.	Individual nurses, midwives and AHPs	NHS Boards	2007	KSF – part of core dimensions (6).	Red Amber	Care aims training potentially clash with HEAT targets.
		Recognition of values-based practice through performance appraisal.	Line managers and professional leads		2007	As above.	Amber	
	A values-based approach to care should be integrated into all	A values-based approach is demonstrated explicitly as a	HEIs		2008	Revalidation process give HEI opportunity to review.	Amber Red	

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	pre- and post-registration nursing, midwifery and AHP programmes.	theme in nursing, midwifery and AHP programmes.						
3. Multi-disciplinary, multi-agency teams are a cornerstone of the new health policy agenda.	A culture of team-working should be developed and sustained within NHS organisations as the foundation for delivery of services.	Shared processes and systems in place in NHS organisations to enhance and support team-working.	Clinical team leaders	NHS Boards	2006 ongoing	MDT working especially in MCN, joint futures, CHPs.	Amber	Progress started but considerable work – SLT/OT new roles developing across traditional boundaries.
		Patients demonstrate appreciation of a team-working ethos through a range of initiatives designed to monitor patient experience.	NHS Boards	NHSQIS	2007	Picker survey, JPAF but more work required.	Red	
	Clinical teams should use the role development framework to underpin the development of new AHP specialist practitioner roles and the contribution they make to clinical teams.	Specialist practitioner roles are integral to new patient pathways supported by clinical teams.	Clinical team leaders	NHS Boards	Ongoing	Physician assistant, ANNP, Critical care, anaesthetic practitioner, esp. – using role – needs developed.	Amber Green	
	The cancer	Strong clinical	NHS Board Nurse	Clinical teams	2007	Needs review.	Red	Relevance for AHP

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	clinical nurse specialist profile should be used to review specialist nursing roles and the contribution they make to clinical teams.	team model demonstrated in practice.	Directors					– needs to be reviews in this light.
4. NMAHPs, in collaboration with partners, are actively building an evidence base that will support the plan for the NHS set out in Delivering for Health . This must continue into the future.	A programme-focused approach to developing the evidence base that underpins nursing, midwifery and AHP practice must continue.	Research programmes relevant to nursing, midwifery and AHP practice are available.	NMAHP Research Unit Departments of nursing, midwifery and AHP in HEIs Regional Research Consortia	NHS Boards	2006 ongoing	Part of consortia, N/AHP Consultants research time clinical faculty, masters programmes.	Red Amber Amber	Practitioner access/engagement with research consortia need improved. NHS boards need to set direction of travel/support research findings and commission research which will assist service improvement.
	Nursing, midwifery and AHP research effort and expertise across Scotland must be integrated.	Nursing, midwifery and AHP research effort demonstrates improvement in quality and focus.	NMAHP Research Unit HEIs Regional Research Consortia	CSO NHS Boards	2006 ongoing		Red	

CAPABILITY (i)

Key message	Related actions	Deliverables	Lead responsibility	Working with	Timescale: by end of	What does this mean for Lanarkshire?	Assessment (red, amber & green)	Issues and examples
5. Service users and the public are entitled to expect the care they receive to be safe, effective	A culture in which individual nursing, midwifery and AHP staff take responsibility for	NHS Board strategies for risk management, service delivery and workforce	NHS Board Nurse Directors Scottish Health Council	NHS Boards NHSQIS Professional organisations and trade	2006 ongoing	Relevant Strategy in place in NHSL. Most of the people at the symposium are	Amber	Deliverable not yet completed. Risk Management Strategy in place. Clinical risk

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								Patient diaries Proposed Patient Narratives ROPI measures.
		Safe, effective and assured practice is demonstrated explicitly as a core theme in nursing, midwifery and AHP programmes.	HEIs	NES NHS Boards		Relevant PEF Programmes.	Amber Green by summer 2007?	Appointment of PEF posts nursing and AHP Nurse mentoring Programme. Preceptor ship Partnership agreement with HEI to ensure Quality of nursing and AHP programmes. Practice Development Unit for Nurses now also for AHP's AHP post in Practice Development Unit.
	The provision of safe, effective and assured care should be an underpinning element of pre-registration nursing, midwifery and AHP education programmes.	Quality assurance processes demonstrate the safe, effective and assured practice component of courses.				Relevant. Ongoing some already achieved.	Amber	HNC courses for AHP support workers SVQ level II and level III for clinical support workers in nursing. Working towards SVQ's for AHP support workers. Courses accredited by Quality Assurance Agencies.
6. Providing support and protection is an integral part of the public health role of	Health care assessments performed by nurses, midwives	Nurses', midwives' and AHPs' records of assessments	Individual nurses, midwives and AHPs	NHS Boards	2007	Relevant	Amber	Issues: Communication links with Social Work is a one-way

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all NMAHPs and must be reflected in their practice within the context of multi-disciplinary, multi-agency team working.	and AHPs must include consideration of the risk of abuse of patients, families, carers and the public, based on knowledge of legislation and local and national guidelines.	indicate that abuse has been considered as part of the assessment undertaken.						process NHSL has systems in place but Social Work does not. No Elder Abuse Training. No scoring mechanism In place: Section specifically for this on nursing notes. Pathway and process in place for nurses - Out-of Hours service. Child Protection Training for NMAHPs Advanced Child protection Training for A/E Nurses. Substance misuse training. Domestic Misuse Training GOPR training (Getting our Priorities Right).
	Nurses, midwives and AHPs must be enabled to realise their public health responsibilities in respect of protection of the public.	NHS Board strategies for service delivery and workforce development reflect the need to integrate a public safety approach to practice.	NHS Board Nurse Directors NHS Board Lead AHPs	NHS Boards	2006	Relevant for NHSL	Red	The group felt this was not explicit in any Board Strategies and did not reflect the need to integrate a public safety approach to practice. This therefore requires to be actioned.
	Education opportunities in child protection	Nurses, midwives and AHPs accessing	NHS Board Nurse Directors Individual nurses	NHS Boards HEIs NES	2008	Relevant, ongoing and some being achieved already	Amber	Opportunities for child protection training in place,

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	should be made available for all nurses, midwives and AHPs in proportion to their level of contact and intervention with children and young people.	appropriate education.	and midwives NHS Board Lead AHPs					level of training dependent on need and level of involvement with children and young people HMiE Visit imminent. Learning Disabilities Nurse developing Acute Liaison Pack.
	Nurses, midwives and AHPs should have access to expert support and advice in relation to their work with children, young people and adults in need of additional support and protection.	Effective support mechanisms in place in NHS Boards.	NHS Board Nurse Directors NHS Board Lead AHPs	NHS Boards Local authorities	2007	Relevant and partially met.	Green for Children	Clear pathways to follow for NMAHPs. Child protection link nurses in place and 'signposting' available. Developing same for Domestic Abuse and Substance Misuse.
							Red for Older People	Similar requires to be developed for Elderly Abuse.
	Pre- and post-registration nursing, midwifery and AHP programmes must emphasise the public health responsibility of nurses and midwives for protection of the public.	Protection of the public is demonstrated explicitly as a theme in nursing, midwifery and AHP programmes.	HEIs	NES NHS Boards Local authorities	2008	Relevant and ongoing	Green	Pre and post registration courses validated and emphasise the public responsibility of NMAHPs All courses reviewed regularly to include same: Infection Control Cleanliness Champions Moving & Handling. Domestic Abuse

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								Child Protection Management of Violence and Aggression. Documentation of Medicine training Administration.
		Quality assurance processes demonstrate protection of the public component of courses.	HEIs	NES NHS Boards		Relevant and ongoing review	Green	NES Quality Assured Courses Decrease in infections?
7. The benefits and value of working with older people must be promoted within the professions, emphasising the opportunities it creates for nurses and AHPs to put the professions' fundamental values of caring and enablement into practice and to make a significant contribution to delivering the new health policy agenda.	Working with older people should be promoted as an attractive career option for nurses and AHPs.	Increased recruitment of nurses and AHPs seeking to work with older people.	NHS Board Nurse Directors NHS Board Lead AHPs	Older people and their representative organisations HEIs NES NHS Boards Professional organisations and trade unions	2008	Relevant. Older People Services core business for NHSL	Amber	Requirement to raise the profile for working with older people. Needs to start at pre-registration. More AHP posts needed. Requires to be career progression in working with older people especially support workers. Managed Care Network practically developed. Have developed toolkit for staff working with older people.
	NMAHP leadership in supporting older people must be developed to drive service improvement and enhance care	Nurse consultant posts in place in NHS Boards in Scotland.	SEHD	NHS Boards	2008	Imperative for NHSL . May not meet timescale	Red	No Nurse Consultant post in place for Older People Pump priming required and willingness of Managers/Leads to

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	pathways.							put forward a case supported by NHSL in particular to continue to fund posts.
		AHP consultant posts in place in NHS Boards in Scotland.				Imperative for NHSL. May not meet timescale	Red	No AHP Consultant post in place for Older People Pump priming required and willingness of Managers/Leads to put forward a case supported by NHSL in particular to continue to fund posts. Post in place in Forth Valley – research this?

CAPABILITY (ii)

Key message	Related actions	Deliverables	Lead responsibility	Working with	Timescale: by end of	What does this mean for Lanarkshire?	Assessment (red, amber & green)	Issues and examples
8. The right education, service and support infrastructure must be in place to support NMAHPs' contributions to unscheduled care and out-of-hours services.	The organisational infrastructure that underpins the continued development of unscheduled care and out-of-hours NMAHP services should be	Appropriate infrastructures to support the delivery of unscheduled care and out-of-hours NMAHP services are in place.	NHS Board Nurse Directors NHS Board Lead AHPs	NHS Boards	2007	Nursing	Amber	MINTS Programme – 38 completed – Ongoing Upskilling of staff for out of hours (OOH) services. Primary care OOH Service HECT Teams NHS 24 services

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	reviewed to ensure fitness for purpose.					AHP – Need to expand service to 7 days per week e.g. medial, primary care, maternity post, surgery and capacity: demand	Red	3 Bell modules within IPP course. Post Grad. Cert. Paisley – unscheduled care
		Sustainable role development opportunities that challenge traditional models of nursing and AHPs within the community are in place.	NHS Board Nurse Directors HEIs	NHS Boards NES Professional organisations and trade unions Local authorities	2006 ongoing	Nursing	Amber	MINTS staff Rapid response team Early support discharge teams Back pain practitioners Extended scope practitioners - SLT - Physio - Radiography
						AHP	Red	Roles and demand for AHP's not yet decided therefore educational programmes have not yet been prepared.
9. NMAHPs should seize the opportunity Delivering for Health presents to develop their emergency care roles and practice in a range of settings.	The potential for NMAHPs to work in different settings across the emergency care spectrum should be promoted.	Workforce development plans reflecting positive NMAHP migration across settings.	NHS Regional Workforce Centres	NHS Boards	2007		Amber	Need for joint service workforce planning. Examples include: <ul style="list-style-type: none"> • Joint Future • Care management in Primary Care
	Clinical governance frameworks and other structures must be in place to support NMAHPs to	Structured mechanisms in place to support NMAHPs' education and practice development.	NHS Boards	NHS Board Nurse Directors NHS Board Lead AHPs NES NHSQIS	2007		Amber	Programmes of education predominately available to nurses and midwives. Some CPD

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	develop and maintain their skills and competencies in these areas.							programmes available. Lack of multi-professional education.
10. The length of stay of patients admitted to hospital should be as short as possible consistent with maximum health benefits for the individual and discharge must be appropriately planned.	Models of decision making appropriate for nurses, midwives and AHPs should be developed to support them in ensuring patients' hospital stays are managed effectively.	Nursing, midwifery and AHP decision-making practice is underpinned by appropriate models.	HEIs	NHS Boards	2007		Amber	Decision making predominately medical led. Apart from a few nurse-led situations and Midwifery – Women focused. Some integrated care pathways – Stroke (tends to be WGH specific) – Orthopaedics (tends to be acute based) Care Aims Model of Clinical Decision Making/AHP's now in process.
		Evidence of proactive management of patient hospital stays by nurses, midwives and AHPs.	NHS Board Nurse Directors NHS Board Lead AHPs	ISD	2007		Amber	Starting – Discharge – Older adult
11. Delivering for Health's identification of anticipatory care as a central element of NHS services opens the door to NMAHPs carrying out more of	Community profiles and public health nurse staffing models should be examined with a view to realigning resources to	New staffing profiles that address the inequality gap are in place.	NHS Boards	NHS Board Nurse Directors	2007	Relevant 2 – 5 years	Amber	Working group commenced as part of Community Nursing review. AHP – Joint working SLT, Dieticians re swallowing and

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this vital work.	address anticipatory care needs, in particular focusing on inequality gaps.							communication issues.
	Education support to promote anticipatory care services should be commissioned.	Appropriate education programmes in place.	HEIs/ NES	HEIs NHS Boards	2008	Relevant 2 – 5 years	Red	Definition required as to what anticipatory care is over a different range of perspectives (i.e. age, client, group and conditions).
12. Public health approaches and awareness must be integrated into all NMAHP roles and practice.		Nationally funded health improvement schemes demonstrate NMAHP contributions.	SEHD	NHS Boards NHS Health Scotland	2006	Relevant 1 year	Amber	'Surestart' 'Childsmile' 'Healthyheart' Smoking Cessation Men's Health Cardiac Rehab. Consistent approach not evident and requires more promotion Unsure of AHP initiatives except for back pain services.
	Nurses, midwives and AHPs must be supported and facilitated to influence public health improvement plans.	Processes and systems in place to support NMAHPs to adopt public health approaches.	NHS Board Lead AHPs NHS Board Nurse Directors Public health practitioners	NHS Boards NHS Health Scotland	2006	Relevant 2 years	Amber	NMAHP to be allowed involvement in PHIP. Scheduled time given good for ownership of care values. Pre-reg. education shift to health base.
	Nurses, midwives and AHPs must be proactive, within a multi-disciplinary, multi-	Nurses', midwives' and AHPs' records of assessment indicate that	Individual nurses, midwives and AHPs	Public health practitioners NHS Boards	2007	Relevant 1 year	Amber	D/Nurses single shared assessment AHP – Care aims training.

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	agency context, in identifying and responding to patients' unmet health and social care needs.	patients' unmet health and social needs have been considered.						
	The education provision required to ensure public health approaches are integral to all nursing, midwifery and AHP roles must be reviewed.	Appropriate education programmes are in place.	HEIs	NES NHS Boards NHS Health Scotland	2008	Relevant 1 year	Amber	Relevant to 12 (iii) above.
14. Nurses and midwives, working in partnership with AHP colleagues, must undergo transformational change in delivering the new health agenda by becoming, first and foremost, enablers and supporters of service users' self-care and self-management abilities.	A culture that sets the foundation for nurses, midwives and AHPs as enablers and supporters of service users' empowerment and self-care and self-management abilities must be cultivated within NHS Boards.	Strategies for service delivery and workforce development promote a culture of self care and self management.	NHS Board Nurse Directors NHS Board Lead AHPs	NHS Boards Patients and the public	2006 ongoing	Relevant 5 years	Amber	Diabetes Back Pain Management – need for strategy to reflect what is happening on the ground e.g. Esp. MCN and back pain - Patient education - Staff education - GP education - GP waiting times No consistent approach at present
	Supported self-care/self-management should be integrated into pre- and post-registration nursing, midwifery and AHP programmes.	Self care and self management is demonstrated explicitly as a theme in nursing, midwifery and AHP programmes.	HEIs	NES NHS Boards	2006 ongoing	Relevant 5 years (depending)	Amber	May conflict with existing cultures and approaches. Looking at existing courses to embed self-care. Not just HEI's but also important for all in-house programmes.

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		Quality assurance processes demonstrate the self-care, self-management component of courses.			2008	Relevant 5 years	Amber	Need to set up internal Q.A. system and maintain contribution to validation processes within HEIs.
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CAPABILITY (iii)

Key message	Related actions	Deliverables	Lead responsibility	Working with	Timescale: by end of	What does this mean for Lanarkshire?	Assessment (red, amber & green)	Issues and examples
15. Clinical leadership is critical in ensuring the transformational change necessary to implement the Delivering for Health vision. Initiatives and role developments aimed at promoting NMAHP leadership must be progressed.	Clinical nursing, midwifery and AHP leaders must have access to leadership programmes.	Workforce development strategies demonstrate a commitment to leadership training for nursing, midwifery and AHP leaders.	NHS Board Nurse Directors NHS Board Lead AHPs	NES HEIs NHS Boards	2006 ongoing	Relevant – Frontline management – leadership 6 HORTS, master classes, ECDL 220. Toolkit in modernisation teams.	Green	Staff release in competing priorities realistic re: 60/40 split – in 1° care dependant on SCN review.
	A national programme of work will be launched to identify how midwives can develop the culture, competencies and capabilities to assume leading roles in caring for women during pregnancy episodes.	Women at the centre of maternity services, exercising informed choice at all stages of the pregnancy episode.	SEHD NHS Boards	NHSQIS NES RCM Service users Medical Royal Colleges	2009	Relevant – Happening in pockets need to implement strategy.	Amber	Confidence of midwives and medial staff.
		Midwives assuming lead professional roles for all low-risk pregnant women.					Amber	Confidence of midwives and medial staff
16. Potential	A model of	Process is	NES	NHS Boards	2008	Relevant –	Amber	Implications of A4C

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strategic NMAHP leaders of the future must be identified, with support and development mechanisms set in place to ensure the cadre of potential leaders in the workforce continues to grow.	succession development for NMAHPs should be devised.	informed by results of pilot programme NES conducted with nurse, midwife and AHP consultants.	SEHD	Professional organisations and trade unions Other relevant stakeholders		Leadership development programme – filtered down. Career pathway document in places 4 on NES programme KSF – people know what's expected.		Adjustments to be made Uncertainty re: AHP structure – implications Time and investment R&R for those succession planned Growing own Consider 'fast track' in fair manner.
17. NMAHPS must use data to highlight, maintain and develop practice to improve patients' experience of health services and health outcomes.	National clinical data sets should be developed to support the practice of NMAHPs.	NMAHPs have access to clinical data that improve the quality of care they deliver.	SEHD NHS Boards	ISD	2007	Relevant - Clinical effectiveness and governance Datix system Complaints/debrief, ombudsman disseminate Smoking cessation – national data sets Senior nurse audit/QIS and follow up.	Amber	Data there – how to get to clinical area – meaningful to clinicians Clinical information systems – national systems eHealth agenda timescales Uniform way of cascade thro organisation.
18. NMAHP leaders and clinicians must engage with the eHealth agenda.	National eHealth initiatives aimed at developing consistent approaches to planning care and record keeping must be supported.	NHS Board strategies for service delivery and workforce development demonstrate a strong commitment to developing consistent approaches to planning care and record keeping.	NHS Board Nurse Directors NHS Board Lead AHPs	SEHD NHS Board IT departments National Services Scotland	2007	Relevant - Models of care/documentation group Consistent planning/record keeping midwifery records Record keeping as part of SCM objectives Planning/evaluation tools.	Red (but have paper system)	A lot of evidence but paper based system constrained by national systems. IT capability/capacity. Stand-alone systems need to be fed in, in a consistent. Not all practitioners have access to IT. Not sufficient 'kit' to staff required to

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								<p>uses it. Not all staff have email access. Some 'kit' but not at point of care. Need more clinician involvement but is being noted as eHealth strategy. Learn form some GP/CHP areas. Issue regarding computer literacy? Go away. Standardisation (ability to test computer capability).</p> <p>Deskilling in practice systems not in place. Courses are available – release staff/access, time. Systems not in place so? Opportunity to use.</p>
	NMAHPs must be appropriately trained and equipped to use electronic health information systems for recording and using information to improve the patient experience and health outcomes.	Workforce development strategies demonstrate a commitment to developing training and systems to support electronic systems for recording.	NHS Boards	SEHD NHS Board IT departments National Services Scotland	2007	Casenotes audits/casenotes guidance Sci DC – electronic, Dermatology electronic referral EK mental health A&E – Management system.	Red (not explicit)	

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	NMAHPs must have appropriate and adequate access to ICT to support clinical decision making and communication at the point of care.	NMAHPs have access to ICT.	NHS Boards	SEHD NHS Board IT departments National Services Scotland	2007	Computer access in library and learning centres Some practitioner involvement Constrained by software.	Amber	
	NMAHP involvement in the eHealth agenda must be encouraged.	There is demonstrable NMAHP involvement in eHealth initiatives.	NHS Board Nurse Directors NHS Board Lead AHPs	SEHD NHS Boards National Services Scotland	2007		Amber Green	
		NHS Board strategy, investment and implementation plans are informed by, and reflect the needs of, the nursing, midwifery and AHP workforce in responding positively to the eHealth agenda.			2007	IT – NHS Scotland talks of IT system but organisation is prepared.	Red	
	Pre-registration nursing, midwifery and AHP curricula should reflect the eHealth agenda.	Newly-qualified staff have the appropriate skills to use technology to support their clinical practice and the delivery of integrated, patient-focused care.	HEIs	NES NHS Boards National Services Scotland	2007		Amber	
	Post-registration	Appropriate post-	HEIs	NES	2008		Amber	

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	education development opportunities in IT for nurses, midwives and AHPs should be reviewed.	registration education programmes in IT are in place.		NHS Boards				
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CAPACITY (i)

Key message	Related actions	Deliverables	Lead responsibility	Working with	Timescale: by end of	What does this mean for Lanarkshire?	Assessment (red, amber & green)	Issues and examples
19. The development of the future NMAHP workforce is the business of a partnership involving education providers and NHS Boards.	Current partnerships between HEIs and NHS Boards at local and regional levels should be further strengthened to promote nursing, midwifery and the AHPs as career options.	Recruitment and selection of nursing and midwifery students jointly carried out by HEIs and NHS Boards.	HEIs/ NHS Boards		2006 ongoing	Relevant	Green	E - Lanarkshire/Bell College will be established. I – Don't know consistent from primary care.
		HEIs and NHS Boards working in partnership to promote careers in the AHPs.				Some relevance Nurses	Green	E– National level currently being advertised.
						Some relevance AHP	Amber	I – Are OT assistants being encouraged to increase career – dyes.
	A strong uptake of the HNC in Health Care and AHPHNC support programmes should be encouraged.	Increased recruitment to HNC in Health Care and AHPHNC programmes.	NHS Boards HEIs	NES	2006 ongoing	Relevant	Green	E – CSW – progress.

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	The Open University work-based pre-registration nursing programme in remote and rural areas of Scotland should continue to be supported.	Increased recruitment to Open University work-based pre-registration nursing programme in remote and rural areas of Scotland.	NHS Boards/ SEHD		2006 ongoing	Not relevant	Red	
	Ways of maximising clinical placements for students in community settings should be explored.	Student clinical placements reflect the strong community focus of the new health policy agenda.	NHS Boards HEIs		2006 ongoing	Relevant	Green	E – midwifery RGN AHP – physio/OT/podiatry
20. The professional education NMAHPs undertake should prepare them appropriately to contribute safely and effectively to implementing core issues at the heart of health care policy in Scotland and meet the agenda set out in <i>Delivering for Health</i> .	The core issues for pre-registration/ undergraduate NMAHP programmes set out in Box 3.1, page 42, must be central to the design of programmes.	The core issues are integral to pre-registration/ undergraduate NMAHP programme curricula.	HEIs/ NHS Boards	HEIs	2007	Relevant	Green	E – Pre-reg. Programmes validated recently in Bell College must reflect current legislation AHP. I – depends what you put in the curricula.
		Quality assurance processes demonstrate the inclusion of core issues.	HEIs	NHS Boards NES	2008	Relevant	Green	E – QA accreditation (for HEIs). I – Val – speak to Marie (May not reflect document statements).

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22. Support workers must be valued as important members of uni-disciplinary and multi-disciplinary, multi-agency teams who have an important contribution to make.	Support worker recruitment and selection processes must be rigorously conducted.	<i>Model Careers Framework for Scotland</i> is relevant to careers of support workers.	SEHD	NHS Boards Scotland's Colleges HEIs	2006 ongoing	Relevant	Amber/Green	Definition of rigorously conducted open honest.
	The potential for further development of Health Care Academies to support the development of a diverse support worker workforce in the NHS should be explored.	Appropriate career pathways adopted by NHS Boards.	NHS Boards	Professional organisations and trade unions Skills for Health	2008		Amber	
		The potential pool of suitable applicants for entry into employment in NHSScotland is maximised.						Green
23. NMAHPs should make the best use of their skills, knowledge and expertise to provide patients with quicker and more efficient access to medicines.	Independent nurse and midwife prescribers and AHP prescribers must be appropriately prepared and supported in their role.	NHS Board workforce development strategies demonstrate a commitment to ensuring independent nurse and midwife prescribers and AHP prescribers are appropriately prepared for their role.	NHS Board Nurse Directors NHS Board Lead AHPs	HEIs NHS Boards NES	2006 ongoing	Relevant	Amber	E – PDGs used within MINTS, Community and Midwifery. E – Programme – Paisley and Caledonian.

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	Independent nurse and midwife prescribing and AHP prescribing roles in acute hospitals and primary care are developed, taking account of patient benefit, expertise and patient safety.	Independent prescribing and AHP prescribing roles within acute hospitals and primary care are defined.	NHS Boards	HEIs NES	2006 ongoing	Relevant – AHPS	Red	E – H.V's Paramedics ? Podiatrists.
						Relevant – Acute, Primary Care Nursing	Amber	E – Diabetics Nurse, Respiratory Nurse and Practice Nurse.
						Relevant – Midwives	Green	I – Training appropriate mentoring.
25. NMAHPs should always be open to working in clinical/education partnerships with colleagues from other disciplines.	Nurses, midwives and AHPs should have access to high-quality research environments that expose them to the skills and experience of a range of health, social scientist and other disciplines in clinical collaborative partnerships.	Nurse, midwife and AHP researchers develop a broad range of research skills and experience across disciplines.	Individual nurse, midwife and AHP researchers	HEIs NHS Boards	2006 ongoing	Relevant	Amber	E- Promoted across disciplines Educational Programmes available. I – No research posts available – only part of role. I – Not being transferred into practice in being seen.

CAPACITY (ii)

Key message	Related actions	Deliverables	Lead responsibility	Working with	Timescale: by end of	What does this mean for Lanarkshire?	Assessment (red, amber & green)	Issues and examples
21. The right number of NMAHPs and	The Flying Start NHS programme	NHS Board workforce	NHS Board Nurse Directors	NES Professional	2006 ongoing	Questionable for AHPs who qualify at	Green - AHPs	I – How all eLearning

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support workers, with the right skills and the right support to maintain and develop their competencies, are needed to deliver the services anticipated in Delivering for Health .	should be actively supported to ensure that new graduates are given the best start to their careers.	development strategies demonstrate a commitment to the Flying Start NHS programme for new graduates.	NHS Board Lead AHPs	organisations and trade unions		graduate level.	Amber - Nursing	programmes help application of knowledge to practice. Not embedded within workforce development strategy for NMAHPS.
	NHS Boards should employ newly qualified nurses and AHPs into primary care posts.	Increased number of newly qualified nurses and AHPs employed into primary care posts.	NHS Boards		2006 ongoing	Relevant	Amber – for some AHP positions	E – Pead OT? Community Paed/Community PT. I – Do not appoint basic grades to these posts.
							Red - Nursing	I – Around tradition – serve time in hospital first.
	Flexible career pathways based on competency development underpinned by education and training and with 'stepping on and off' points should be developed.	SEHD has delivered the Model Careers Framework for NHS Scotland.	SEHD	NHS Boards Professional organisations and trade unions	2006 ongoing	Relevant	Red	I – Model career framework has not been delivered by SEHD.
						Nursing	Amber	I – Impact of A4C E – egs of cancer pathways in NHSL. Theatres Unscheduled care. Generic one for nursing.
								E – RCSLT – has a competencies

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								framework I – Unsure
Best practice in the recruitment and retention of nurses, midwives and AHPs should be supported to assist NHSScotland to ensure a workforce fit for purpose.	NHS Boards have succession planning in place, including fast-track programmes within nursing, midwifery and AHPs.	SEHD	NES NHS Boards HEIs Professional organisations and trade unions	2006 ongoing	Relevant		Red	E – No formal recognised process in place. E – Happens informally within professions through PDP process I – Don't know of any fast track programmes
	Recommendations of the Nationally co-ordinated Nurse Bank Project and mandatory guidance on the use of national procurement contracts are fully implemented within NHS Boards.	NHS Boards	HEIs Professional organisations and trade unions	2006 ongoing	Relevance		Amber Green	E – Nurse back up and nursing I – Some supply/demand issues for specialist levels of nurses This would be relevant to AHPs
	NHS Boards are running effective return-to-practice programmes for nurses and midwives.	NHS Boards	NHS Boards Regional workforce planners Professional organisations and trade unions	2006 ongoing	Relevant		Green – nursing and midwifery Amber	E – work based programmes I – unsure

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	A return to work programme is in place for AHPs.	NES	SEHD NHS Boards	2006 ongoing	Relevant	Green	I – Need to look at workforce planning across services rather than individual professions
	NHS Board Nurse Directors and NHS Board Lead AHPs are working with local and regional workforce planners to ensure their NHS Board has the nursing, midwifery and AHP workforce it needs for the future.	NHS Board Nurse Directors NHS Board Lead AHPs	Local and regional workforce planning teams Professional organisations and trade unions Regional Workforce Advisors Professional organisations and trade unions			Green	
	Recommendations of the Nursing and Midwifery Workload and Workforce Planning Project and the AHP Workload Measurement and Management Project are fully implemented within NHS Boards.	NHS Boards SEHD	Regional Workforce Advisors Professional organisations and trade unions	2006 ongoing		Amber	

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	Education and training opportunities for NMAHPs at national and local level must reflect the priorities of <i>Delivering for Health</i> and the development of sustainable multi-disciplinary, multi-agency teams.	Education and lifelong learning initiatives developed for NMAHPs at national and local level.	NES NHS Boards	NHS Boards NHS Board Nurse Directors NHS Board Lead	2006 ongoing		Amber	
		Local learning plans reflect the needs of NMAHPs.		AHPs			Green	

Shading

Yellow sections		Sections highlighted in yellow correspond to the 3 end columns i.e. “what does this mean for Lanarkshire, Assessment and Issues & examples” columns. Can you please provide feedback for each of these sections
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Assessment

Red	No work started
Amber	NHSL policy or strategy or training or service change in progress in some relevant settings and some relevant specialities
Green	NHSL policy or strategy now completed or training or service change now implemented across all relevant NMAHP groups in all relevant settings (primary care, hospital) and all relevant specialities (mental health, elderly, maternity)

Sections that will be dealt with at a Notational level have been omitted from this action plan.