



Future Nurse Future Midwife Northern Ireland

Project Plan

Implementation of NMC Future Nurse Future Midwife Education Standards

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Northern Ireland Implementation of NMC Future Nurse /Future Midwife Education Standards Project Plan

Context

The Nursing and Midwifery Council (NMC) regulate nurses and midwives in the UK and exist to protect the public. It also sets standards of education, training, conduct and performance so that nurse and midwives can deliver high quality care throughout their careers.

The Nursing and Midwifery Order 2001 (the Order) requires the NMC Council to establish the standards for education and training which are necessary to achieve the standards of proficiency for admission to the register, as required by Article 5 (2) of the Order.

The NMC has a duty to review the standards of proficiency it sets for the profession it registers on a regular basis to ensure that standards remain contemporary and fit for purpose in order to protect the public.

In 2015 the NMC began to review and update the pre-registration Nursing standards. Since then, having consulted extensively with health professionals, organisations and the public, the NMC have published the new future proficiencies and standards for nursing and midwifery education. The new standards and proficiencies raise the ambition in terms of what's expected of a nurse at the point of registration and will give nurses and midwives¹ the knowledge and skills they need to deliver excellent care across a range of settings now and in the future.

In total the NMC have published:

- Future nurse: standards of proficiency for registered nurses
- Standards framework for nursing and midwifery education
- Standards for student supervision and assessment
- Standards for pre-registration nursing programmes
- Standards for prescribing programmes

<https://www.nmc.org.uk/standards/standards-for-nurses/standards-of-proficiency-for-registered-nurses/>

It is recognised that the implementation of the new pre-registration education standards will have significant implications for the HSC system in Northern Ireland and a significant programme of work needs to be taken forward to introduce the new Education Standards from 2020. In this context, on the 27th March 2018, in partnership with the DOH Workforce Policy Lead the Chief Nursing Officer hosted a workshop, for stakeholders, to explore and agree the way forward along with identifying key issues to

¹ *To note Future Midwife Proficiency Standards are currently out for a period of consultation which closes on 9th May 2019*

be addressed. Implementation of the new education standards will adopt a regional approach through the establishment of a Programme Board.

Reporting Arrangements

The Programme Board jointly chaired by the Chief Nursing Officer and the Workforce Policy Director will report through the Human Resources Directorate of DOH to the Permanent Secretary.

Through representatives nominated by the CNO it will also link to the UK arrangements set up by the NMC to oversee implementation of the new pre-registration Nursing and Midwifery Standards at National level (i.e. through membership of NMC Future Nurse and Future Midwife fora) and other national groups set up to support the introduction the new standards.

Stakeholders on the group will ensure that there are robust reporting arrangements in place to ensure that those they represent are fully cognisant with their responsibilities and that full implementation will be taken forward as required by the NMC for those which they represent. In many instances this will require that robust mechanisms are set up internally within organisations to ensure that this is supported. e.g. Approved Education Institutions (AEIs) and larger organisations such as HSC Trusts). Responsibilities will vary across the range of stakeholders on the group e.g. HSCT Trusts and Approved Education Institutions.

NIPEC

NIPEC will lead a programme of work in support of DOH and its oversight of the work to introduce the new pre-registration Nursing and Midwifery standards.

Transformation Bid

The changes in the new NMC education standards align with the Northern Ireland Transformation and Reform agenda detailed in Health and Well Being (2026): Delivering Together and the Northern Ireland Executive Draft Programme for Government (2016).

In support of the transformation agenda, the 'Confidence and Supply Transformation Fund' has been established and through the DoH, NIPEC successfully submitted a business proposal seeking funding to support the programme of work needed to introduce the new Education standards for nurses and midwives from September 2020.

Funding will support NIPEC to project manage the work and in addition resources are available for six band 8a 0.5 WTEs It is anticipated that the funding secured for five of the 0.5 WTE band 8a posts will be allocated to the 5 HSC Trusts, funding for the sixth

0.5 WTE will be allocated to the PHA to support the independent sector and primary care settings.

It is anticipated that this capacity in Trusts and through the PHA will support an appropriate person to work with the Project Lead to successfully implement the new education standards. These individuals will have a level of experience which will support them to work locally to ensure readiness of their respective organisations/stakeholders to implement all aspects of the new standards and regionally to lead on and or contribute to the development of regional resources/products to support full implementation from September 2020.

Governance monitoring arrangements for the expenditure related to these posts/roles will be the responsibility of the project lead.

Aim

The overarching aim of the Programme Board is to oversee arrangements to cohesively embed the outworking's of the new NMC Future Nurse and Midwife pre-registration standards and the education Framework (Nursing & Midwifery).

Terms of Reference

The terms of reference associated with this project are to:

- Work with the NMC and HSC Trusts and non HSC organisations to examine from a Northern Ireland perspective the impact of the outworking's of the implementation of the new NMC Future Nurse and Midwife pre-registration standards and the education Framework (Nursing & Midwifery)
- Ensure that there are regionally agreed systems and processes in place in Northern Ireland to support the implementation of the new standards from September 2020, including for example: preparation programmes to support Supervision and Assessment in practice, identification of practice placements to improve opportunities for inter-professional learning, development of an electronic Practice Assessment Document (PAD)
- Identify if there are any resource implications
- Support full implementation from September 2020 in Northern Ireland
- Escalate any unresolved issues relating to implementation

Deliverables

- Development of curriculum to meet the new NMC standards, across the fields of practice – which reflect NI Strategic drivers e.g. draft programme for Government, Quality 2020, Delivering Together (2016)
- Development of a regional electronic Practice Assessment Document.
- Ensure regional implementation of the outworking's of the new NMC pre and

- post registration Standards for Student Supervision & Assessment
- Preparation of the registrant workforce to support FNFM students from September 2020
- Effective engagement and communication nationally, regionally and locally to share the work of the project and prepare the system for example; conferences, road shows, electronic newsletters, regular updates posted on NIPEC's websites/social media, briefings etc.
- Ensure continued VFM with the public funding allocated to NIPEC.

Constraints

- Diverse range of stakeholders
- Timescales
- Competing priorities for professional time
- Capacity within organisations to take forward changes to introduce the fully agreed model within the required timescale

Assumptions

- Stakeholders have the capacity to become involved in the programme and work in partnership with the DOH in developing systems to deliver the new education standards

Interdependencies

Any working groups within the programme will have interdependencies and connections with the other groups. This will be addressed by ensuring:

- appropriate representation on programme board
- appropriate cross-membership between working groups
- regular formal meetings of the working group chair(s)
- circulation of Programme Board minutes
- development of a robust communications plan

Benefits

- New education standards will raise the ambition in terms of what's expected of a nurse at the point of registration and will give nurses the knowledge and skills they need to deliver excellent care across a range of settings now and in the future.
- A consistent approach to implementation of the new NMC education standards across Northern Ireland in line with national guidance and regulatory requirements
- Improved public confidence.

Oversight by NI Programme Board

This section describes the roles and responsibilities of those involved in managing the project to a successful outcome.

Project Organisation Structure

The programme structure as outlined below will consist of a work stream(s) reporting to a Programme Board.

Ultimate responsibility and decision making for the project lies with the CNO who will be the Senior Responsible Officer.

Programme Board

The Programme Board is jointly chaired by the Chief Nursing Officer and the Workforce Policy Director.

The role of the Programme Board is to oversee the implementation of the new NMC education standards in Northern Ireland. The Board will be made up from stakeholder representatives from across Northern Ireland. Members of the Board are responsible for ensuring that they are aware of their responsibilities regarding full engagement with the constituents whom they represent.

Membership of the Programme Board is as follows:

Name	Organisation	Position
Prof. Charlotte McArdle (Co-Chair)	DOH	Chief Nursing Officer
Preetta Millar (from August 2020) Andrew Dawson (until August 2020) (Co-Chair)	DOH	Workforce Policy Director
Angela McLernon	NIPEC	Chief Executive
Anne Trotter	NMC	Assistant Director Education and Standards
Bob Brown	WHSCOT	EDON
Brenda Creaney	BHSCT	EDON
Caroline Lee	CEC	Head of CEC
Dr Dale Spence	DoH	Midwifery officer
Donna Gallagher	Open University	Senior Lecturer
Suzanne Pullins	NHSCT	EDON
Elaine Connelly	RQIA	Assistant Director
Eoin Stewart	UNISON	Chair Unison NI Nurse Forum
Fiona Bradley	NIPEC	SPO Midwifery

Name	Organisation	Position
Frances Cannon (Project Lead)	NIPEC	Project Lead in attendance
Heather Finlay	DOH	Nursing Officer – Education Regulation
Heather Trouton	SHSCT	EDON
Pat Cullen	RCN	Director
TBC	PCC	External Relations & Policy Manager
Joanne Strain	FSHC	Independent Sector
Karen Murray	RCM	NI Board Secretary
Keith Mitchell	QUB	Midwifery/Student
Mary Hinds	PHA	Director of Nursing
Maura Devlin	GP Federation	Representing GP Federation - Primary Care
Miriam McKeown	Hospices (Marie Curie Hospice)	Head of Care
Nicki Patterson	SEHSCT	EDON
Peter Barbour	DOH	Workforce Policy Directorate
Patrick Gallagher	Department of Health	Transformation Nurse Lead
Prof Donna Fitzsimons	QUB	Head of Nursing and Midwifery
Prof Sonja McIlfatrick	Ulster University	Head of School
Sinead Deane	QUB	Children's Nurse/Student
Siobhan Rogan	Department of Health	Nursing Lead for Transformation
Verena Wallace	DOH	Midwifery Officer
Vivienne Toal	SHSCT	Representing HR Directorate Forum

The roles and responsibilities of the Programme Board are to:

- Act as the executive decision making body in respect of outcomes;
- Ensure that the recommendations of the work are consistent and synchronised with the requirements of the NMC;
- Authorise the initiation of work;
- Agree the terms of reference;
- Provide guidance and direction in the major stages of the work;
- Represent the interests of the wider DoH at initiation, during and at closure;
- Put forward relevant and specialist viewpoints;
- Resolve major issues;
- Seek to address any major risks;
- Provide advice/guidance in respect of significant risks;
- Sign off any products produced during the project on behalf of Department;
- Authorise final project closure.

The Programme Board will meet bi-monthly.

Working Group

The Working Group will report to the Programme Board and will be jointly chaired by Angela McLernon Chief Executive NIPEC and Heather Finlay, Nursing Officer DOH. The Working Group is constituted from 'core' members, with other expert advice, opinion and support co-opted into the team as and when required. During the lifetime of the project it is envisaged that the Working Group will meet monthly. It is anticipated that the Working Group will be required to set up further sub - groups as presented at (Appendix 1) agreed by the Programme Board, with specific terms of reference and time scales to progress aspects of the work including:

- Standards for Supervision and Assessment
- Practice Assessment Document
- Curriculum Development – Fields of Practice & Midwifery
- Practice Learning Environments
- Communication and Engagement Strategy

The core membership of the Working Group is as follows:

Name	Organisation	Position
Angela McLernon OBE (Co-Chair)	NIPEC	CE NIPEC
Heather Finlay (Co-Chair)	DOH	Nursing Officer DOH
Ann Geraghty	Independent	Four Seasons Health Care Nursing Lead
Breeda Henderson	Student (Adult Nursing)	Ulster University
Brendan McGrath	WH SCT	ADoN Education Lead
Carol McGinn	WH SCT	FNFM Professional Officer
Caroline Diamond	NH SCT	Head of Midwifery and Gynaecology
Clare Marie Dickson	SEH SCT	Nursing Modernisation Manager Workforce & Education
Dawn Ferguson	SH SCT	ADoN Education Lead
Dr Dale Spence	DoH	Midwifery officer
Donna Gallagher	Open University	Senior Lecturer
Dr Jenny McNeill	Queens University	Lead Midwife Education
Dr Karen McCutcheon	Queens University	Director of Education
Dr Neal Cook	Ulster University	Associate Head of School
Paul Canning	CEC	Senior Education Manager
Frances Cannon (Project Lead)	NIPEC	Project Lead & SPO

Fiona Bradley	NIPEC	SPO Midwifery
Heather Finlay	DOH	Nursing Officer
Cindy Anderson	Hospices (NI Hospice)	Head of Adult Clinical Services
Joanne Fitzsimons	SEHSCT	FNFM Professional Officer
Kathy Fodey	PHA	Senior Programme Manager
Kerrie McLarnon	NHSCT	FNFM Professional Officer
Rhonda Brown	BHSCT	FNFM Professional Officer
Maura McKenna	Trade Unions	Trade Union Coordinator HSC
Sheelagh O'Connor	BHSCT	Senior Manager Nursing Education, Regulation and Informatics
N/A	RQIA	(Rep on Programme Board only)
N/A	RCM	(Rep on Programme Board only)
N/A	PCC	(Rep on Programme Board only)
Peter Barbour	DOH	Assistant Director of Workforce Policy
Rita Devlin	RCN	Deputy Director (Acting)/ Head of Professional Development
Sharon Conlan	SHSCT	FNFM Professional Officer
Sharon McRoberts	SEHSCT	ADoN Education Lead
Shona Hamilton	RCN	Midwifery
Sue West	NMC	Senior Nurse Education Advisor
Bernadette Gribben	Independent/Primary Care	FNFM Professional Officer
Owen Barr	Ulster University	Professor of Nursing and Intellectual Disabilities
Yvonne Connolly	BHSCT	Assistant Director HR

The roles and responsibilities of the Working Group are to:

- Facilitate the work associated with the project phases and stages;
- Develop and quality assure all project deliverables before onward submission to the Programme Board;
- Access appropriate expert resources when required;
- Facilitate stakeholder engagement;
- Analyse stakeholder inputs;
- Develop recommendations in respect of the proposed way forward for consideration by the Programme Board;
- Review the project risk register, elevating significant gaps in controls/risks to the Programme Board;
- Manage the project work plan, taking corrective action as necessary in the event of a deviation from plan.

Chair of Working Group

Chairs of the Working Group are responsible for:

- Advising the Programme Board on deviations from plan and corrective actions taken;
- Quality assuring all deliverables produced by the Working Group
- Securing support and resources for the project to ensure that the terms of reference of the project are met and that the work plan for the project is achieved within agreed timescales.

Project Manager

Frances Cannon SPO NIPEC is the Project Manager. The main responsibilities of the project manager are to:

- Report directly to the Chairs of the Programme Board and Working Group;
- Develop the PID and Work Plan with time frames
- Manage the project work plan and resources and initiate corrective action when necessary;
- Manage the project risk register, elevating significant risks/gaps in control to the Working Group in a timely manner;
- Lead the production of project deliverables and quality assure all deliverables produced before consideration by the Working Group;
- Provide advice and guidance to the Working Group in respect of project management arrangements;
- Advise the Working Group/Programme Board on deviations from plans and action taken or proposed.

Project Milestones

The indicative milestones and associated timescales for each phase/stage of the project will be agreed by the Programme Board. The project milestones will be developed based on the agreed implementation date (September 2020) from which the Approved Education Institutions will deliver the new pre-registration education standards

PROJECT CONTROLS

Project Initiation

The draft project plan is subject to formal approval by the Programme Board.

Programme Board Meetings

Programme Board meetings are normally convened to agree particular courses of action, activities and endorse direction. The Programme Board will meet to initiate, close the project and at any other agreed points during the project. A set timetable for Programme Board meetings has been agreed.

Working Group Meetings

The Working Group will review and manage the Work Plan for the project. It is envisaged that the Working Group will, in the first instance meet on a monthly basis. This will remain under review. A set timetable for Working Group meetings will be established.

Highlight Reports

The Project Manager will produce a progress report in the form of a highlight report at regular intervals for issue to Working Group and Programme Board members. This will be a short report, illustrating progress against the planned tasks. The report will highlight any issues or delays and should act as an early warning system to potential problem areas. Following sign-off of the Highlight Report by the Programme Board the report will be circulated as agreed in the Communications Plan for the project to the wider DoH.

Quality Control

This role will be undertaken by the Working Group, who quality will assure all deliverables produced by the Project Manager prior to escalation to the Programme Board. The Project Manager will ensure that all deliverables are of the highest standard.

Project Risks

The ability to deliver this project in line with the terms of reference will be dependent upon the following factors:

- The availability of appropriate skills and resources;
- The continuing period of change underpinned by ongoing financial challenges across the HSC and beyond;
- Stakeholders willingness and availability to take part in the project process;
- Full stakeholder's co-operation and commitment to the process.

A project risk register will be developed.

The risk register will be reviewed and managed by the Working Group. Any significant risks/gaps in control will be elevated to the Programme Board for consideration/action.

Preparation for Stakeholder Engagement

The necessary preparation and pre-work to ensure an effective and efficient stakeholder engagement process will be required. The tasks to be undertaken during this stage include:

- ***Development and agreement of stakeholder membership*** –The Working Group will develop a list of stakeholders for engagement. This will include (though not necessarily be limited to) representatives from DOH, NMC HSC Trusts, AEs, RQIA, CEC ,NMC, PHA, PCC, Staff Side, Royal Colleges, Voluntary and Independent sectors.
- ***A Stakeholder Engagement Programme*** – An efficient and effective stakeholder engagement programme will be developed. The programme will take account of the most effective manner in which to facilitate engagement, whilst ensuring efficiency in the processes. Engagement with stakeholders will be through a range of processes and facilitate equity of access. It is envisaged that stakeholder engagement will begin as soon as the Programme Board is established.

Stakeholder events will be facilitated as a means of raising awareness and engagement to support the implementation of the new NMC Education Standards.

POST- IMPLEMENTATION PROJECT EVALUATION

Following implementation of the new standards a formal project evaluation will be conducted. The evaluation processes will include an assessment of the project outcomes against the defined objectives as outlined in the Full Business Case.

Appendix 1

