Implementing advanced clinical practice within urgent & emergency care

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Acute Care Consultant Nurse

My Trust

One of the largest NHS Trusts in England

Serves a local population of almost 670,000 people plus a wider population for some specialist services (i.e. renal and PPCI) of over 1 million people

Five hospital sites plus several community sites across east Kent.
Over 200,000 A&E attendances; 94,000 inpatients; 80,000 day cases and 727,000 outpatient.
Our population

Almost 670,000 people live in east Kent. By 2020 this number will increase by over 21,000

+21,000 by 2020

We have a growing number of people living with long-term conditions like diabetes, lung diseases and heart disease.

The number of people over the age of 70 will rise by 30% in the next 5 years.

1 in 4 of east Kent residents are affected by a mental health problem.

Our Improvement Journey continues...

November 2011: 70 improvement

January 2012: Open the new Ward 1

April 2012: Open the new Ward 2

May 2012: Open the new Ward 3

October 2012: New Ward 4 opens

November 2012: New Ward 5 opens

January 2013: New Ward 6 opens

Journey continues
Our vision
- Improving health and wellbeing

Our mission
- Great healthcare from great people
  We will achieve this by:
  - Providing incredible care, delivered with expertise, using research, innovation and new technology.
  - Investing in our staff through education and training and upholding our shared values.
  - Excelling in the delivery of services and driving forward new models of care with our staff and partners.
  - Building services that are best in class and are a magnet to attract the best staff.

Our values
- People feel cared for, safe, respected and confident we are making a difference

Our strategic objectives - 4P’s (how we will deliver our vision and mission)
- Providing high quality care to patients with great outcomes for their health and lives - getting the basics right every time and building healthcare that is best in class.
- Attracting the best people to our team, who are passionate, motivated and feel able to make a difference and investing in them.
- Work in partnerships to design health and social care which transcends the boundaries of organisations and geography.
- The provision of high quality care through the use of technology, research, education, innovation and intelligence.

Our priorities for the next 1 - 3 years under our transformation plan

Case for change
Why did we do it?

- The Trust was forecasting an Agency spend of circa £3.4m on medical staff
- Recruitment & retention strategy
- Strategically it made sense:
  - Aligns with clinical strategy proposal & Trust’s mission to provide person centred safe and effective care.
  - Improve recruitment and retention, develop a workforce succession plan, and recognise talent within the organisation.
  - Innovative

How did we do it?

Our approach: changing mind-sets

- Not modelling what we already have but what we want for the future
- Not concentrating only on numbers of staff but skills and competencies required for the future
- Focus on career pathways across traditional staff groups
- Developed links with local HEI
- Influencing key decision makers
- Ensured correct governance, policy and clinical competence document was in place
- Business case for 24 tACP’s in acute care!!!
How much did it cost?

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Investment Required:

| Pay - Investment required | 108,515 | 511,567 | 834,803 | 1,023,052 | 1,114,950 | 1,206,813 | 1,245,098 | 1,245,098 | 7,389,922 |
| Pay - conversion of 7 Middle Grade posts (cohort 1) | (158,059) | (197,318) | (197,318) | (1,954,478) | 2,071,900 | 6,124,663 |
| Pay - conversion of 7 Middle Grade posts (cohort 2) | (158,059) | (197,318) | (197,318) | (1,954,478) | 2,071,900 | 6,124,663 |
| Pay - conversion of 7 Middle Grade posts (cohort 3) | (158,059) | (197,318) | (197,318) | (1,954,478) | 2,071,900 | 6,124,663 |
| Net investment required (ICFps) | 108,515 | 511,567 | 834,803 | 1,023,052 | 756,374 | 130,836 | 540,199 | 995,858 | 1,990,077 |

Financial modelling is on the basis of 10-17 out-of-pocket funding.

Did we do it?
Where are we now and what's next?

- 1st cohort of tACPs started January 2018
- 2nd cohort started September 2018
- Honorary lecturers delivering modules on MSc Advanced Clinical Practice
- Advanced practice leads
- Seconded to HEKSS
- Trust on NHSI fast track ACP programme
- Kent ACP forum
“The best way to predict the future is to create it.”

Abraham Lincoln