NHS apprenticeships: learning from inside the system

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Nursing Apprenticeship Pathway - creating a sustainable workforce
Nursing Apprenticeship Pathway

Cambridge University Hospitals (CUH) was one of the first Trusts in the UK to provide at scale and pace a Nursing apprenticeship pathway.

This was achieved through significant Trust investment and utilisation of the apprenticeship levy with the aim to…

“…create a pipeline of well-trained, qualified and competent staff, loyal to CUH, who are able to work, learn and develop with us, joining a community of healthcare professionals we believe are at the forefront of excellent patient care.”
Why did we need this pathway? – CUH position 2017

We needed to create a sustainable workforce that would grow and in turn:

• Increase staff morale
• Increase the reputation of CUH
• Create a workforce loyal to CUH
• Reduce the cost of turnover

Our approach is part of the Trust’s Sustainable Workforce Strategy – to grow our own nurses (and in time other professions), in order to shift our sources of recruitment that enables:

– 1/3rd through our nursing apprenticeship pathway (NAP) – ‘grow our own’ route
– 1/3rd traditional nurse recruitment (experienced and traditional newly qualified)
– 1/3rd continued international recruitment (currently 50%)
Our workforce information – 2017 to now

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>Now</th>
</tr>
</thead>
<tbody>
<tr>
<td>HCSW turnover</td>
<td>27.4%</td>
<td>19%</td>
</tr>
<tr>
<td>HCSW turnover in 1st year of employment</td>
<td>40%+</td>
<td>18.7%</td>
</tr>
</tbody>
</table>

In 2015, the headcount for HCSWs was 845, it is now 1070

Through investment in nursing pipeline – further improvements

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>Now</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult nurse vacancy rate</td>
<td>19.10%</td>
<td>5.4%</td>
</tr>
<tr>
<td>Adult nurse agency spend</td>
<td>£70k per month</td>
<td>£0</td>
</tr>
<tr>
<td>Turnover</td>
<td>14%</td>
<td>9%</td>
</tr>
</tbody>
</table>
The Challenge

• Stabilising our workforce by recruiting and retaining staff to provide safe and effective care for our patients

• Reducing the cost of turnover and associated impact on provision of services, staffing morale, reputation of CUH etc.

• Funding the backfill – 20%-50% costs

• Maximising the opportunity presented by the apprenticeship levy

• Addressing overseas recruitment sustainability

• Creating a sustainable and affordable model for nurse apprenticeship training
The Opportunities

• To provide local people with jobs, a salary, quality training and degree pathways, offering an alternative to traditional university routes and providing ‘earn while you learn’ opportunities

• Stabilise the HCSW workforce and reduce the impact of staffing cost pressures and cost of turnover

• Retain a culture of development at CUH

• Create a cadre of CUH trained nurses and healthcare professionals, loyal to the Trust and committed to stay
Nursing Apprenticeship Pathway

- Existing staff work in HCSW role until commencement of university start date
- There is support for existing staff to gain maths and English entry requirements
## The NAP ‘2 + 2 model’

<table>
<thead>
<tr>
<th>Assistant Practitioner</th>
<th>Nursing Degree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our apprentices work as a HCSW – 30 hours pw (paid by the division)</td>
<td>Apprentices remain working as a HCSW – 22.5 hours pw (paid by division)</td>
</tr>
<tr>
<td>Course Duration: 20 months – 7.5 hours paid study leave/practice placements.</td>
<td>Course Duration: 19 months (from Oct 2020)</td>
</tr>
<tr>
<td>Study/practice placement time paid corporately</td>
<td>• 21 weeks full time block release</td>
</tr>
<tr>
<td></td>
<td>• 15 hours pw paid study leave/practice placements</td>
</tr>
<tr>
<td></td>
<td>Study time/practice placement paid corporately</td>
</tr>
</tbody>
</table>
Nursing Apprenticeship Pathway – the investment

• The Trust is investing in paid study time for the apprentices which will result in £2m+ costs by year 4 recurring

• At the investment stage we were able to demonstrate the study leave/practice placement costs per person was similar to the costs of recruiting an overseas nurse

• We have dedicated teams involved in:
  - recruitment of NAPs and TNAs
  - pastoral support
  - practice placements
  - advice and guidance
Our position to date

• CUH has 211 Nursing Apprentices on programme (year 2)
  - In 2020-21 recruiting 85 NAPs and 25 TNAs
  - In 2021-22 recruiting 100 NAPs per year and 25 TNAs, rising to 50 per annum

• Attrition rates for the NAP stand at 1.9% compared to 24% through the traditional nursing degree programme

• Attrition is good – in part as our first intakes have been existing employees. We know we cannot be complacent about this

• We have other apprenticeship routes in place: Nursing Associates, ODP, OT, Science…

• We know we can, and need, to do more
Our celebration event – 5th February 2020

• We celebrated a first cohort in England to complete the BSc in Nursing through an apprenticeship.

• Dr Ruth May, Chief Nursing Officer for England and Sir David Behan, Chair of HEE attended the event. Their supportive and moving speeches made reference to: ‘CUH leading the way with plans to hire 100 nursing apprentices per year’. ‘The flexibility of the nursing apprenticeships means that whether you’re fresh out of school or have worked in the NHS for years, everyone has a chance to take an extra step on the career ladder.’

• Sir David highlighted the global crisis for nurses and congratulated CUH on its strategic vision and support for staff to grow; commenting that other Trusts appear to be struggling to get similar schemes off the ground.
We produced a video we would like to share with you
https://youtu.be/2xERGELTyWA
Apprenticeships at Leeds Teaching Hospitals
Get In, Get On, Go Further

Robyn Swain
Education, Learning and OD Manager
Context
Leeds Teaching Hospitals NHS Trust
Context
National Drivers

- Apprenticeship Levy
- Wider range of apprenticeships
- Public Sector Apprenticeship Target
Background
The story so far

• 40 apprenticeship programmes

• Addressing skills gaps and workforce shortages

• 589 apprentices across all sites

• Over £5m levy spent

• Linking to pre-employment programmes
Chartered Manager
Senior Leader (MSc)
Installation Electrician
Nursing Associate
Healthcare Science Associate
Construction Management
Diagnostic Radiography

Registered Nurse
Clinical Support Worker
Dental Nurse
Occupational Therapist
HR Consultant
Data Analyst

Engineering Manufacture
Business Administration
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• **Addressing skills gaps and workforce shortages**

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Apprenticeships and Nursing Supply
Future You

**Entry Level**
CSW with minimum 12 months care experience and level 2 qualification (internal)
L2 ACSW programme Inc.
Maths/English
Completion of the Care Certificate

**Year 1-2**
Trainee Nursing Associate Programme
Complete 2 year Foundation Degree. Rotational posts and placements across range of specialities

**Year 3**
Consolidate
Nursing Associate post, complete 12 months on allocated ward developing skills and practice

**Year 4-5**
Apprentice Nurse Programme
Transfer to Nursing, completing last 2 years of Nurse Apprenticeship (Adult and/or child)

#FutureYouLeeds
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• 589 apprentices across all sites
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• Linking to pre-employment programmes
Key challenges
And steps to address

Internal

• Manager understanding and engagement
• Scale and size – provider relationships

External

• Additional costs – backfill
• Uncertainty re. future policy
Next steps

Quality, Expansion and Alignment

- Learner feedback
- Degree and Master’s apprenticeships
- Expansion of pre-employment offer
- Levy transfers within the Leeds Health and Social Care system
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Happy to take any questions!
Question and answer session
Upcoming webinar

NHS apprenticeships webinar: working across systems
Tuesday 24 March
8:00am – 8:45am

Listen back:
NHS apprenticeships webinar: learning from outside the system
www.nhsemployers.org/case-studies-and-resources/2020/01/nhs-apprenticeships-webinar-learning-from-outside-the-system
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