



# Management Support and Professional Development for Research Nurses

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# Content

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- Background
- Framework
- Pilot
- Implementation
- How the systems work in practice
- Achievements and challenges
- Future plans



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*"Well trained, competent, supervised, permanently employed research nurses are the best means of mitigating against poor clinical and research practice"*

Creating a model for the management, development and career progression for clinical research nurses in Sheffield.

Ledger, Pulfrey and Luke; Nursing Management, May 2008

<http://www.nursing-standard.co.uk/nursingmanagement/global/toc.asp>



# Background

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- Historical practices
  - Isolated
  - Exploited
  - Poor career prospects
  
- NMC registration not assured
- Clinical and research training not assured
- Management and accountability undefined



# Background

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- Drivers:

- Equity
- Professional recognition and development
- Assurance of best clinical and research practice
- The regulatory environment
- Opportunities provided by *Best Research for Best Health and Wellcome Trust CRFs*
- No national models



# STH NHS FT: context for research

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- Largest NHS Foundation Trust
- Resources  
13,000 staff, 2019 beds, £680m turnover
- 2 sites  
5 hospitals plus off site locations
- Annual activity  
109k elective inpatient, 65k emergency, 849k out-patient
- “Double excellent” rating : Healthcare Commission



# STH NHS FT: research profile

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- Networks (5)
- Biomedical Research Units (2)
- CLAHRC – participant and host
- SY CLRN host institution
- CRFs – 2006 central, 2008 northern
- MHRA inspection - no critical findings
- NIHR funding: RfPB, HTA, Programme ...



# Framework

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- Working Party initiated by Research Department
- Goal: to achieve a fully professional workforce capable of meeting the stringent regulatory demands of a research active teaching hospital
- Representation from  
Nurse Directors, HR, Professional & Practice Development
- Consultation with  
Research nurses, investigators staff side, university, Research Committee, senior nurses
- Support of Chief Nurse



# Workstreams

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## ○ 1. Employment and Accountability

- Recruitment, selection & employment procedures
- Job descriptions commensurate with responsibility
- Contractual status
  
- Lines of accountability: clinical, research and professional
- Provision of supervision and support
- Individual Performance Review & PDR??
  
- NMC registration
- Registration and accreditation with STH Research Department



# Workstream

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- 2. Professional Development and Education
  - Induction programme\*
  - Mandatory training: access and recording
  - Training programme\*
  - Competency framework
  - Further professional development
  - Established career pathway

\* *in place for the pilot*

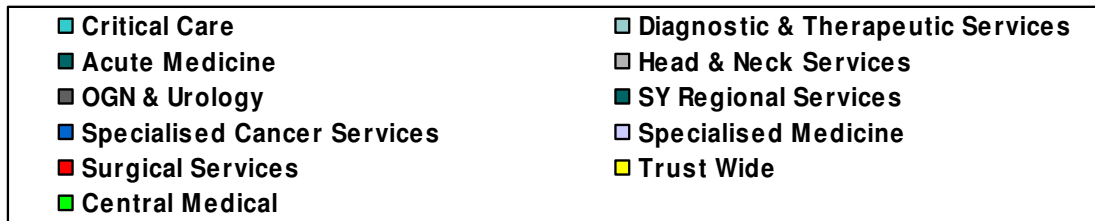
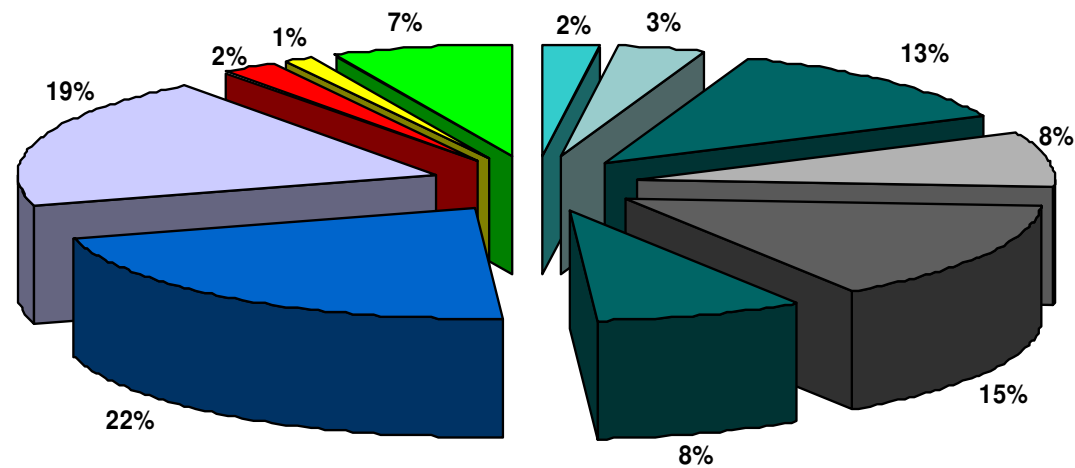


# The first challenge

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1. Identification of a Lead Nurse
2. Nurse Directors mandated to work with the work streams
3. Identification of research nurses
  - 3.1 Distribution of questionnaires
  - 3.2 Confirmation of returned data and classification of Research Nurses

# Research Nurse Distribution by Clinical Group across STH





## The Pilot

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- Research Active Clinical Group
- Trust and University Research Nurses
- Nominated Manager to work with the Lead Nurse
- Investigators supportive of the pilot

# Responsibilities: pre-pilot (2005) (1/2)

Issue	Investigator	Lead Research Nurse	Matron/ Designate
Recruitment	√	by invitation	varies
Induction (i) Trust/Uos <sup>1</sup> (ii) Clinical Dept (iii) Research (iv) Study Specific	(iv) √		(i) varies (ii) varies
Clinical staff training			varies
Mandatory training (i) Trust (ii) Research			(i) varies (ii) varies
Registration & accreditation by Research Department			

<sup>1</sup> UoS employed staff will additionally be required to fulfil university induction requirements

<sup>2</sup> Monthly seminar programme. Bi-annual GCP training, provided by ICR and paid for by attendees

# Responsibilities: pre-pilot (2005) (2/2)

<b>Issue</b>	<b>Investigator</b>	<b>Lead Research Nurse</b>	<b>Matron/ Designate</b>
Supervision (i) clinical (ii) research	(i) varies (ii) varies		(i) varies
Professional development (i) clinical (ii) research		(ii)	varies
Advanced practice – research			
Appraisal (i) clinical (ii) research	(i) varies (ii) varies		(i) varies
Disciplinary (i) clinical (ii) research	(i) varies (ii) varies		√

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# Responsibilities: proposed (2005) (1/2)

Issue	Investigator	Lead Research Nurse	Matron/ Designate
Recruitment	√	√	√
Induction (i) Trust/Uos (ii) Clinical Dept (iii) Research (iv) Study Specific	(iv) √	(iii) √	(i) √ (ii) √
Clinical staff training	√		√
Mandatory training (i) Trust (ii) Research	(ii) √	(ii) √	(i) √
Registration & accreditation by Research Department		√	

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# Responsibilities: proposed (2005) (2/2)

Issue	Investigator	Lead Research Nurse	Matron/ Designate
Supervision (i) clinical (ii) research	(i) ✓ (ii) ✓	(ii) ✓	(i) ✓
Professional development (i) clinical (ii) research		(ii) ✓	(i) ✓
Advanced practice – research	✓	✓	
Appraisal (i) clinical (ii) research	(i) ✓ (ii) ✓	(ii) ✓	(i) ✓
Disciplinary (i) clinical (ii) research	(i) ✓ (ii) ✓	(i) ✓ (ii) ✓	(i) ✓ (ii) ✓

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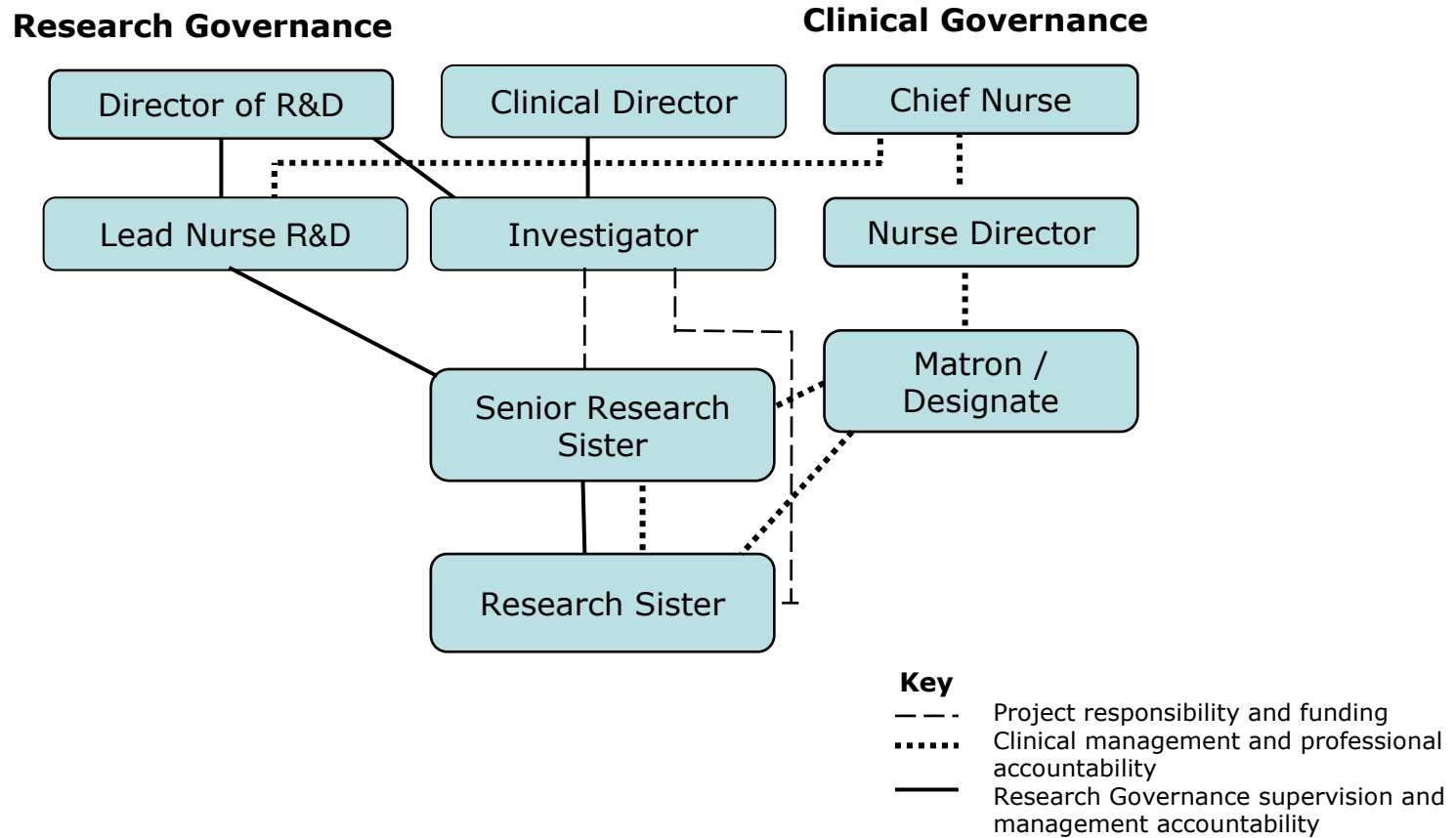


## Pilot: objectives

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- Core job Descriptions and Person Specs
- Lines of clinical and research accountability
- Induction programme
- Research Department Registration and NMC and contractual status checks
- Professional Development Portfolio
- Joint Individual Performance Review (IPR)

# Lines of Accountability Model





## Pilot: methods

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- Lead Nurse nominated with protected time
- 6 Month timeline for pilot
- Regular meetings with Clinical Nurse Manager and with Research Nurses within the pilot group
- Attendance at all Research Nurse IPRs scheduled during the pilot



## Pilot: results

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- evaluated as a success by the Research Nurses, Clinical Nurse Manager, Investigators and Lead Research Nurse
- Feedback to the Chief Nurse and Senior Research Manager resulted in decision to implement immediately across the Trust



# The Framework

(1/2)

<b>The Final Framework</b>	
<b>Employment and Accountability</b>	<b>Professional Development and Education</b>
Standard Operating Procedures for: <ul style="list-style-type: none"><li>• recruitment and selection of Trust and University employed Nurses</li><li>• checking NMC registration</li></ul>	Induction Programme A comprehensive list of topics to be completed within the first three months of appointment, e.g.: GCP training.
Job Descriptions and person specifications for AFC bands 5,6,7,8a	Access to mandatory training
Database created for the identification for all Trust and University Research Nurses.	Participate in national development of online Good Clinical Practice (GCP) training provision

# The Framework

(2/2)

<b>The Final Framework</b>	
<b>Employment and Accountability</b>	<b>Professional Development and Education</b>
Clearly defined lines of clinical and research accountability, support and supervision	In collaboration with an external provider produce an education programme "Introduction to Clinical Research for Research Nurses"
A tool for the link nurses for the confirmation of:- <ul style="list-style-type: none"><li>•IPR and Professional Development Review</li><li>•Registration with Trust Research Department</li><li>•GCP training</li><li>•Mandatory training</li><li>•NMC Registration Checks</li><li>•Honorary Trust contracts for University employees</li></ul>	Competency Framework for Research Practice A comprehensive set of thirty-two research practice competencies, e.g.: taking informed consent, taking the practitioner from novice to expert.
Creation of Link Nurse Group	Establish defined career pathway from trainee Research Nurse at AfC5 up to Lead Nurse level.



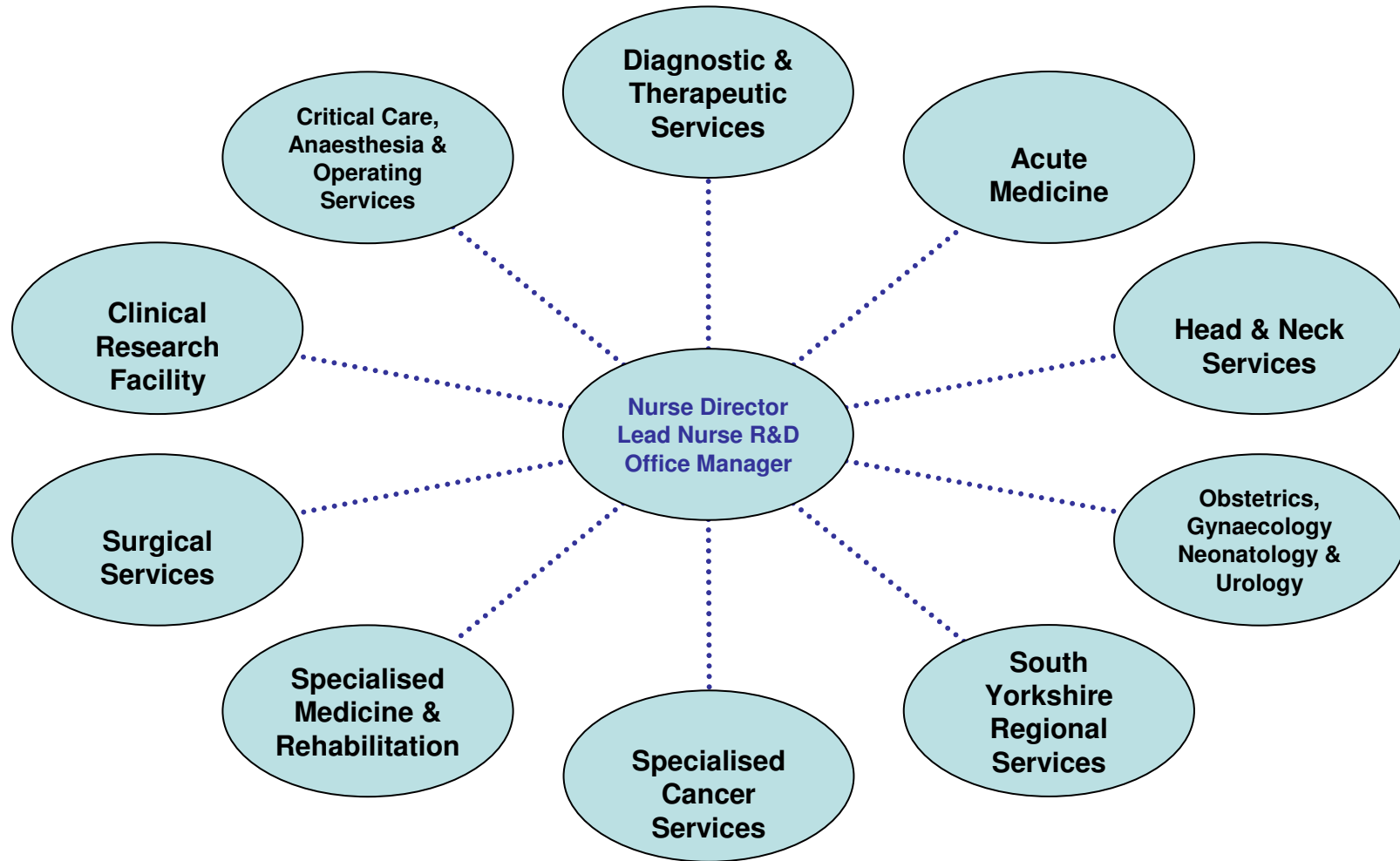
# Implementation

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- Creation of the Link Nurse Group
  - Membership from each of the individual Care Groups and the Clinical Research Facility
  - Terms of reference agreed
  - Objectives set and agreed for an 18 month period
  - Continued senior-level support

# Clinical Care Groups

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# Systems now in practice

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- Recruitment
- Induction
- Mandatory training
- Accredited GCP training
- IPR
- Education
- Competency
- Career progression
- Lead Nurse



# Achievements

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1. Framework for developing and managing research nurses
2. Raised the profile of research and research nurses
3. Established the Lead Nurse role
  - integrated it within the Clinical Research Facility
  - first point of contact for the recruitment of Research Nurses



# Achievements

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## 4. Training and professional development:

- A course specifically designed to equip nurses with necessary knowledge and skills
- A competency framework consisting of 32 Core Competencies
- Research Nurse Training Post within the CRF



## Future Plans

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- Make the CRF the focus of all Research Nurse posts
- Extend the scope of the Introductory course
- Develop educational opportunities for more experienced research nurses
- To work closely with the SYCLRN and topic specific networks
- To work closely with the two Universities in Sheffield to achieve the DoH's (2006) Modernising Nursing Careers agenda



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Thank you  
Any Questions?

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