



Regional Facilitated Workshops – Professional Collaboratives for Nursing

National report of the regional Nursing workshops 2022

Introduction

The Primary Care Model for Wales (PCMW)¹ is the nationally agreed approach to achieving the ambition of A Healthier Wales² in rebalancing the health and care system. Changing the focus of care from hospital-centred to a place-based approach, with effective collaboration at community level assessing population need, and both planning and delivering seamless care and support to meet that assessed need.

The core principles of equitable access, sustainability, improving quality, a skilled workforce, and strong leadership are at its centre.

The [Accelerated Cluster Development](#) (ACD) Programme is the Primary Care component of Place Based Care, delivered through [Professional Collaboratives](#), Cluster and [Pan Cluster Planning Groups](#) (PCPGs), to broaden and strengthen multi-professional engagement and to increase the influence from the community to Regional Partnership Board (RPB) decisions.

Professional Collaboratives are the mechanisms by which, General Medical Services (GMS) practices, Dental practices, Community Pharmacies, Optometry practices, Allied Health Professions, Community Nurses, Social Services and others come together within their profession specific groups across an agreed geographical footprint to consider how they respond to regional population needs assessments.

Each Professional Collaborative considers the safety, quality, effectiveness and efficiency of local services from its unique perspective. However, a multi-professional response is needed for many service improvement proposals, particularly for complex care and the most vulnerable groups. The Clusters and the PCPGs will provide the forum to consider and coordinate these developments.

To support the development of the Professional Collaboratives, national workshops were held with the Pharmacists, Optometrists, AHPs and Nurses to discuss and agree how these are taken forward and implemented within their profession. The Dental group will meet later in the year.

Following the national Nursing workshop, it was agreed that regional workshops would be held in each of the Health Board areas to develop the thinking around the introduction of Nursing Professional Collaboratives.

The agreed purpose of the workshops was to:

- Build on discussions in the national workshop and to further inform the national picture.
- Support local operationalisation of the Nursing Professional Collaborative in each of the Health Board areas.

¹ [The Primary Care Model for Wales](#)

² [A Healthier Wales: long term plan for health and social care | GOV.WALES](#)



- Agree a plan and next steps to get the Nursing Professional Collaborative in place, and to identify how the Nursing profession will feed into the Clusters and the PCPGs.

PCC was commissioned to provide independent facilitation to support discussions and prepare a report setting out a summary of discussions and actions agreed. The feedback and information captured in each of the seven regional workshops has been used to develop this overarching national Nursing Professional Collaboratives report.

The workshop and attendance

The Nursing regional workshops were held in each of the seven Health Board areas during September and October 2022. There were 163 participants across the workshops contributing their views and thoughts on the establishment of Nursing Professional Collaboratives in their Health Board area.

Representatives attended from each of the Health Boards and the Strategic Programme for Primary Care (SPPC).

The workshops were facilitated by two facilitators from PCC: either Helen Simmonds, Mike Fry or Helen Northall.

Each workshop started with an introduction and overview from Chiquita Cusens, National Nursing Lead for Primary and Community Care. This included an overview of the vision for Professional Collaboratives and the proposed structures. A summary of the discussions from the national workshop was provided, including the agreed high-level actions for the Nursing Professional Collaboratives to take forward across Wales:

- Prudent healthcare.
- Inclusive representation.
- Reduce inequalities.
- Prevention.
- Retention / satisfaction.
- Recognition of strength in Nursing.

A copy of the presentation used in each of the workshops can be found in Annex 1.

There was a standard agenda used across the seven workshops and the agenda set out a number of questions for consideration by the group to support discussions. The detailed discussions and contribution from participants covered the key themes of the agenda, however, not all of the specific questions set out were considered in detail. A copy of the agenda is included in Annex 2.

Discussions were split into three overarching themes:

- Establishing Nursing Professional Collaboratives locally.
- Infrastructure requirements to support the setup.
- Next steps and planning.

Contributions were captured through verbal feedback and discussions in the chat function within MS Teams. Mentimeter (interactive presentation software) was also used for some of the questions. These contributions have been used in the creation of the individual reports and summarised in this national overview report.

Establishing Nursing Professional Collaboratives locally

Local configuration of Professional Collaboratives

The workshops commenced with a discussion about the formation of the Nursing Professional Collaboratives in the respective Health Board region.

Not all groups reached agreement on the configuration of the Nursing Professional Collaborative, and it was agreed that further engagement and discussions were required before a final decision made. For those areas that were unable to reach consensus a list of potential options for configuration was agreed. The table below sets out the agreed format for Nursing Professional Collaboratives at the time of writing this report.

Regional Area	Agreed format for Nursing Professional Collaboratives
CVUHB	There will be three Nursing Professionals Collaboratives: Cardiff North and West, Cardiff South and East and the Vale of Glamorgan.
CTMUHB	One Nursing Professional Collaborative across the Health Board area.
BCUHB	West will have a county-based approach with two Nursing Professional Collaboratives. Central and East regions will go with an Integrated Health Community (IHC) approach with one professional collaborative covering each IHC.
PTHB	One Nursing Professional Collaborative across the Health Board area.
SBUHB	One Nursing Professional Collaborative already in operation across the Health Board area.
HDUHB	Three options identified: <ul style="list-style-type: none"> One Nursing Professional Collaborative across the HDUHB area. Three Nursing Professional Collaboratives aligned to the county boundaries: Carmarthenshire, Ceredigion and Pembrokeshire. Seven Nursing Professional Collaboratives to align to the Cluster footprint.
ABUHB	One professional collaborative across the ABUHB area Specific nursing collaboratives (x11 or x5) for community and public health nursing (below) with a designated representative on each NCN <ul style="list-style-type: none"> Community nursing – district nursing, rapid nursing and community hospitals Public health nursing – health visiting, school nursing and immunisation

Additional considerations were also identified through the discussions, and the common themes across the workshops included:

- The opportunities for Nursing to be able to have a voice and influence the way in which services are shaped for local populations.
- The ability to discuss local issues whilst having an overarching view across the whole health system, recognising that no one approach or configuration will solve every problem.
- The Nursing Professional Collaboratives need to represent the whole Nursing community.
- The Nursing Professional Collaboratives will increase the opportunities to understand each other's roles and how nurses can work together, share skills and resources.
- A recognition that there is currently a mix of the way in which Nursing services are configured which will impact on the structure of the Nursing Professional Collaboratives.
- Relationships and networking are a key component.
- There needs to be a focus on understanding the needs of the population.
- There needs to be a clear vision on the delivery requirements for the Nursing Professional Collaboratives. This should align to Chief Nursing Officer (CNO) five priorities.
- Consideration of how the Nursing Professional Collaboratives can be developed through existing meeting infrastructures within the Health Boards.
- It is essential that the structure supports the input and involvement of those staff working on the ground, as well as the leadership teams.
- Consideration that Professional Collaboratives may operate as a "hub and spoke" model with one overarching group and smaller groups which have the ability to focus on local issues.
- The need to be clear about the purpose of the Nursing Professional Collaboratives.
- Releasing General Practice Nurses, Care Home Nurses and other Nurses outside of Health Board employment is a common concern.
- A recognition that 2022/23 is a transitional year, and the shape and format of the Nursing Professional Collaboratives may need to be adjusted and altered over time.
- A recognition that this is a positive and exciting step forward for the Nursing profession.

Representation at the Nursing Professional Collaborative meetings

Each of the workshops considered who will sit around the table of the Nursing Professional Collaborative. All groups identified the need for good representation at the Professional Collaborative table and how effective representation is fed through to the Cluster, with somebody who understands the local needs of that area, as well as the full Nursing picture.

There was a general consensus across all of the workshops that the representation at the Professional Collaboratives should include all nursing groups. A small extract of the suggestions included:

- Community Nurses.
- Health Visitors.
- District Nursing.
- Midwifery.
- Practice Nurses.
- Care home Nurses.
- Mental Health Nurses.



Specific considerations identified included:

- There may need to be a changing membership of the Nursing Professional Collaboratives dependent on the needs of the population at the time.
- Attendance at the meetings could be determined by the subject matter.
- A recognition of the pressures on teams that are working to capacity and short staffed, and how teams are involved without placing increased pressures and demands on them
- The balance between being inclusive without creating a meeting structure that is too large and unwieldy.
- Views captured at the workshops were in the majority of senior nurses and there is a need to ensure that frontline nurses are involved.
- Communication is key as many nurses across primary and community care are not aware of this work and clusters.

Representation at the Cluster meetings

Each of the workshops discussed representation at the Cluster meetings. There was a recognition across all of the workshops of the importance of Nurses participating in the Cluster meetings, alongside other professionals, as equal partners around the table.

There was a general consensus across most of the regional workshops for the need for more than one individual chosen to attend the Cluster meetings within the Health Board area. The reasons noted included:

- Membership may change depending on the topics for discussion.
- To cover absence.
- Ensure appropriate representation for specific pieces of work.
- The need to share the responsibility.
- The significant time commitment to attend each of the Cluster meetings.

There was a recognition that there needed to be consistent representation at the Cluster meetings; to build relationships, understanding and trust, with enough knowledge to bring specialists or expertise in as needed, to support productive collaborative outcomes.

Representation at the PCPG meetings

There was a recognition across each of the regional workshops of the importance of Nursing participation in the PCPGs. Most of the workshops identified that further discussions will be required to identify the appropriate representation at the PCPGs.

Shared understanding of nursing roles

Some of the regional workshops discussed how the varied groups of nursing representatives could develop a shared understanding of each other's roles. There were numerous practical suggestions and ideas for sharing learning and understanding. The common suggestions included:

- Communication.
- Shared discussion / forums.



- Workshops.
- Presentations.
- Showcase services.
- Using patient stories.

Specific examples suggested included:

- Shadow opportunities.
- Quizzes on role understanding.
- Mapping of roles.
- Podcasts.

Infrastructure requirements to support the setup

Each of the workshops considered the infrastructure requirements to support the setup of the Nursing Professional Collaboratives. There was a consensus across all of the workshops that the following are essential to support the set up:

- Administrative support to organise and support the running of meetings.
- Protected time to be able to prepare and attend meetings, and to be able to action any follow up required; and for this to be a recognised part of the job role. This includes the time and space required by those Cluster and PCPG nominated leads to make the connections and fully understand breadth of Nursing that they are representing.
- Technical, IT and digital infrastructure. This included suggestions such as shared drives and MS Teams platforms.
- Data and support to understand population health needs.
- Funding and capacity for backfill, including for general practice nurses, care home nurses and those working outside of the Health Board.

Other suggestions that were identified through the discussions included:

- Additional support such as project management and facilitation to support the setup of the Nursing Professional Collaboratives.
- Additional resources, such as mapping of services and a who's who directory, to provide names and detail of the roles of individual participants.

The infrastructure requirements for the Lead role were also discussed, which included:

- The Leads need to feel supported and informed.
- Good communication is essential.
- The Lead will need to have a good understanding of the breadth of the nursing roles.
- A recognition that individuals won't have the answers to everything, and there is the need to share the ideas and constructively challenge.
- Support will be available through Health Education and Improvement Wales (HEIW).
- The need for programme support.

Projects and potential opportunities to take forward at Cluster level to improve population health

Most of the workshops recognised that the regional workshops were one of the first steps in the development of the Nursing Professional Collaboratives. The regional workshops considered some of the potential opportunities that could be considered to take forward.

It was noted that not all professions and areas were represented in the workshops, so the list of projects identified was not a definitive list but some potential opportunities that could be taken forward. Across the seven workshops there were over 100 suggestions and ideas to improve population health. An extract of recurring examples included:

- Health Promotion.
- Social isolation.
- Childhood nutrition.
- Frailty services.
- Management of chronic conditions.
- Weight management.
- Immunisations and vaccines.

Next steps and planning

All of the workshops identified a number of key actions and next steps to take forward the establishment of the Nursing Professional Collaboratives. Common actions identified included:

- Further discussions with relevant Nursing Leads, Heads of Nursing and management teams.
- To undertake further engagement and raise awareness of the ACD and the Nursing Professional Collaborative across Nursing teams.
- Agree configuration of the Nursing Professional Collaboratives.
- Development of representation from Nursing outside of the Health Board structure
- A review of existing meeting structures to identify possible groups that could be developed into the Nursing Professional Collaboratives.
- Map out the requirements and timeline for developing the Nursing Professional Collaboratives, including administrative support.
- Consider and agree how representation will be made into Cluster and PCPG meetings.

Some of the discussions also identified what success may look like for the Nursing Professional Collaboratives. Feedback included:

- There are good lines of communication.
- The Nursing voice is being heard at Cluster meetings and the PCPG.
- A decrease in silo working.
- Improved Nursing relationships and understanding of each other's roles.
- Improvement in working experience.
- Improved experience and outcomes for the individual, community and local population.



Annex 1 – workshop presentation



Nursing PC
presentation Autumn

Annex 2 – agenda



Final standard
agenda - regional n