

Managed Education Partnership

Saint Vincent and the Grenadines and NHS England: Case Study



Background

As part of our mission to enhance health systems across the world, NHS England has established Managed Education Partnerships.

The partnerships utilise NHS England's expert knowledge and experience to provide valuable support to overseas health workforces. By working in collaboration with expert, overseas Governments, and an NHS Hospital Trust the partnerships ensure that solutions are developed in a co-creative manner, resulting in sustainable and effective outcomes. Through commitment to mutual health system strengthening, NHS England is playing a vital role in improving education and training for healthcare workers across the globe.

A critical component of the partnerships with Saint Vincent & the Grenadines is the development of a sustainable relationship with Leeds Teaching Hospitals NHS Trust.



Strategic Focus

HM Government's Global Health Framework: Working together towards a healthier world. 2023-2025

The UK Government's Global Health Framework sets out the ambition to play a leading role in improving health globally.

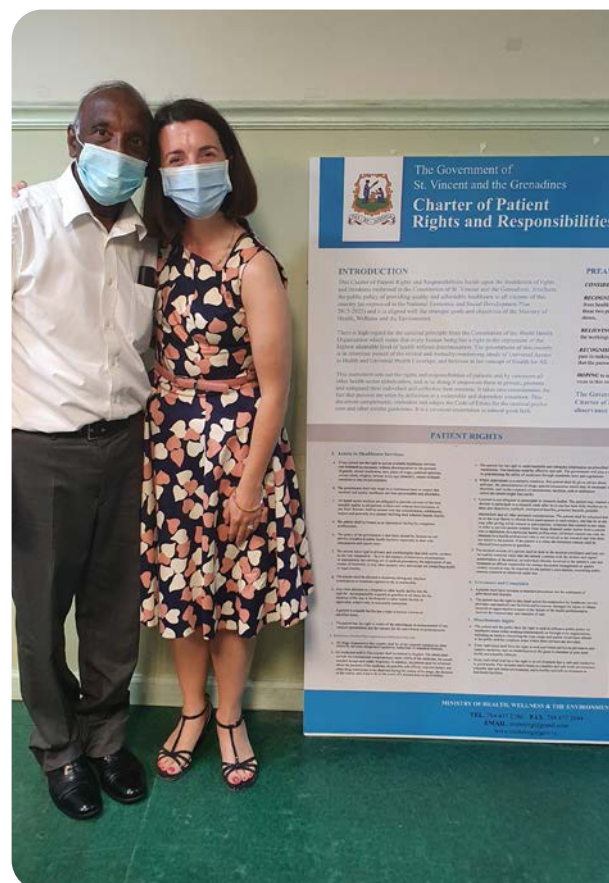
And also:

NHSE, Directorate of Global Health Partnerships 2023-2024 Plan

'Embedding opportunities for Global Learning' the programme facilitates a more inclusive culture into the NHS and steps toward creating a diverse workforce that can meet the challenges of global healthcare.

The NHS Long Term Workforce Plan

The NHS Long Term Workforce Plan is centred around the goal of building a sustainable and diverse workforce that can meet the needs of patients both now and in the future. Key areas of focus for the plan include improving staff retention rates, diversifying the workforce, and enhancing education and training opportunities. These objectives align perfectly with the mission of NHS England's Managed Educational Partnerships. The partnerships play a crucial role in improving education and training for healthcare workers worldwide. Through these efforts, the partnerships help to promote a culturally aware skilled workforce while also improving staff retention rates. Ultimately, the Managed Educational Partnerships are a vital component of the long-term strategy for the NHS workforce.



NHS England Star

In 2018, Global Health Partnerships Unit, NHS England (formerly Health Education England), and the Government of Saint Vincent and the Grenadines established a partnership to tackle the complex issues such as the migration of health professionals. At the time, the government of Saint Vincent and the Grenadines had a policy of overtraining nurses to support the migration of health professionals overseas. The partnership sought to develop an ethical migratory pathway for Vincentian nursing professionals in collaboration with the NHS.

In 2022, the collaboration between NHS England and Saint Vincent and the Grenadines changed to a Managed Education Partnership (MEP), which marked a shift away from the ethical migratory pathway model. The move was prompted by a shortage of nurses and an urgent need to address workforce challenges in Saint Vincent and the Grenadines. The MEP seeks to develop stronger ties between partnering organisations, enabling the development of new health leaders in both countries able to tackle the pressing healthcare needs of their communities and builds upon the UK's reputation in human resources for health development.

The 2022 partnership with Saint Vincent & the Grenadines commenced with the implementation of the NHS England Global Star Workshop where workforce transformation challenges are discussed around the key enablers of change including Supply, Up-Skilling, New Roles, New Ways of Working and Leadership.



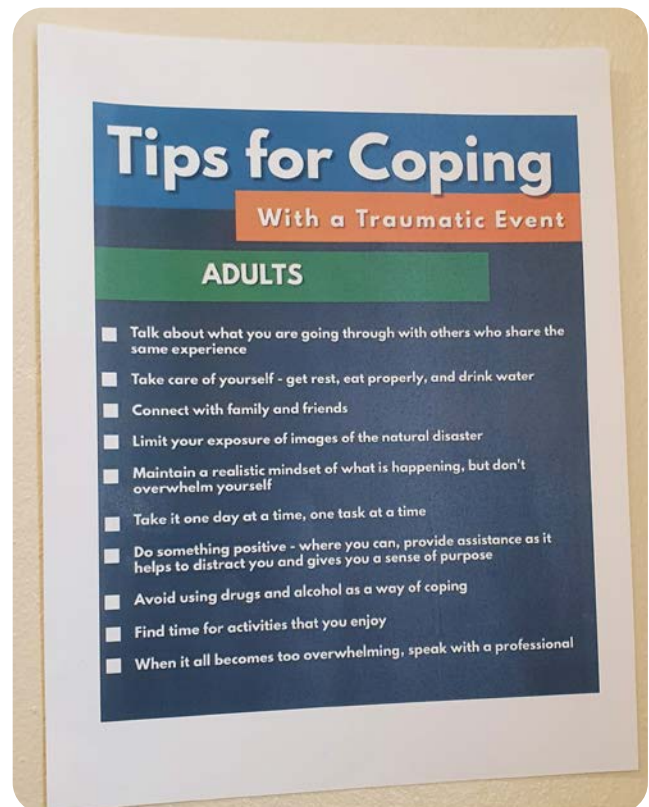
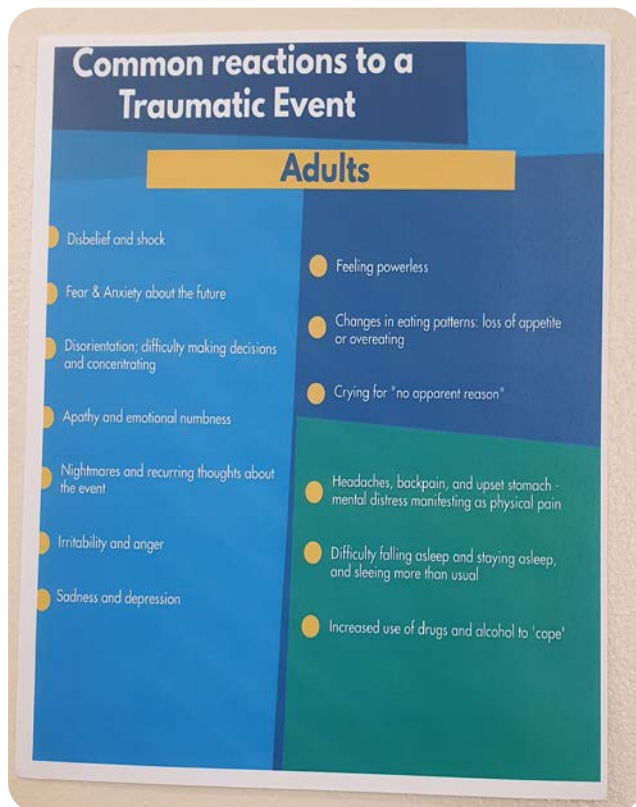
The aim of STAR is to identify a single framework to define key workforce requirements and determine responsive offers that improve care to service users. By bringing together a diverse group of healthcare professionals from across the sector, the aim of STAR is to identify the key workforce requirements needed to deliver high-quality care. The workshop is based around the importance of teamwork and collaboration where real, measurable improvements in the healthcare industry can be achieved. Offers are designed around the outputs of the STAR workshop and clinical priorities identified by the Saint Vincent & the Grenadines Ministry of Health.

Three critical elements were identified at the Star Workshop with the aim to drive positive change and enhance healthcare quality for all:



Offers

- **TALENT** (Technical Assisted Learning and Education for Nursing and Midwifery Teams) brings nurses and midwives together from Saint Vincent & the Grenadines to develop their leadership skills through online communities of practice.
- **Improving Global Health Fellows** are NHS employees from Leeds Teaching Hospitals NHS Trust from clinical or non-clinical backgrounds, who volunteer to participate in quality improvement projects. Two Fellows are deployed at a time for a six-month period.
- **Clinical Observers** are up to 5 Nurses from Saint Vincent & the Grenadines spending 6-8 weeks at Leeds Teaching NHS Hospital Trust on an Educational Placement Programme.



The Implementation

TALENT

Funded by NHS England, TALENT used existing digital technologies to bring together nurses in virtual communities and was created through the Nursing Now Challenge, a global initiative to develop the global health workforce, strengthen health systems and improve the health of people around the world.

The TALENT group in Saint Vincent and the Grenadines:

- Aimed to develop nursing leaders of the future within the global healthcare context.
- Involved of two experienced nurse coordinators who provided leadership and context specific mentorship to up to 20 early career nurses, supported by a UK based country co-ordinator.
- Comprised digital resources including an online platform (Pulse), Zoom and WhatsApp to learn, communicate and share leadership experiences.
- Used an educational framework developed by TALENT to prioritise leadership development topics according to the country context and needs.

Organisational, educational, and technical support to the programme was provided by the project management team comprising the University of Salford, NHS England and The Tropical Health Education Trust.

The TALENT programme has proven to be incredibly beneficial for nurses providing them with invaluable leadership training and the opportunity to build new relationships within their industry. Nurses have benefited from an expansion of networks and forming new connections, particularly in areas where the population is spread out. In smaller countries and those with a smaller nursing population, online networking can begin to explore the creation of more extensive partnerships between countries, enabling nurses to engage in meaningful relationships globally.



Improving Global Health Fellows

The initial cohort of two Improving Global Health Fellows commenced their 6-month fellowship in Saint Vincent and the Grenadines in August 2022. Each Fellow was given a project to implement and is allocated an in-country supervisor as well as a UK based Partnership Link Lead and Mentor.

The initial projects implemented were:

1. Mental Health and Primary Care Integration and stigma reduction in St Vincent and the Grenadines
2. Development of a Draft frailty framework St Vincent and the Grenadines

A second cohort of three Improving Global Health Fellows commenced their fellowship in February 2023 and began work on the following projects:

1. Policies for feeding protocols and capacity building on the Paediatric Unit with special attention to the Neonatal Intensive Care Unit (NICU).
2. Continuation of the Mental Health and Primary Care Integration and stigma reduction in St Vincent and the Grenadines with specific reference to implementing:
 - a. Improve communication with Community/ Primary Healthcare teams at point of discharge and
 - b. Shared Primary Care and Mental Healthcare follow-up.
3. Strengthen the structure and coordination of Geriatric Health Services in Saint Vincent and the Grenadines – Assessment/ situational analysis, Policy and Action Plan.

The projects that have been implemented are ambitious, linked to the clinical priorities identified in the STAR workshop and connect with the Strategies, Policies and Action Plans of the Ministry of Health Wellness and the Environment. Already, the work that the fellows are doing is having a beneficial impact on patients. As indicated by the Saint Vincent and the Grenadines Ministry of Health.

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“New pathways have been established for collaboration with DMO, pharmacists and District Nurses in closer and earlier follow up care of discharged patients... our readmission rate is reduced and... stable patients are willingly accepted for re-integration to community care.”



Clinical Observers

Five senior Vincentian nursing professionals from Saint Vincent and the Grenadines recently had the opportunity to take part in an eight-week clinical observership in the NHS at the Leeds Teaching Hospitals NHS Trust from October to December 2022. The senior nurses were selected to travel to the UK to train in NHS hospitals to support skills development, through short term observerships and attachments in specific areas identified through the NHS England STAR workshop and that are priority for the delivery of the Saint Vincent and the Grenadines national health strategy.

In October to December 2022, a group of five nursing professionals from Saint Vincent and the Grenadines commenced on an eight-week clinical observership at the Leeds Teaching Hospitals NHS Trust in the United Kingdom. The aim was to further develop their skills and competency through short-term observerships and attachments, with a focus on key areas identified during the NHS England STAR workshop. These areas align with the strategic goals of Saint Vincent and the Grenadines' national health strategy.

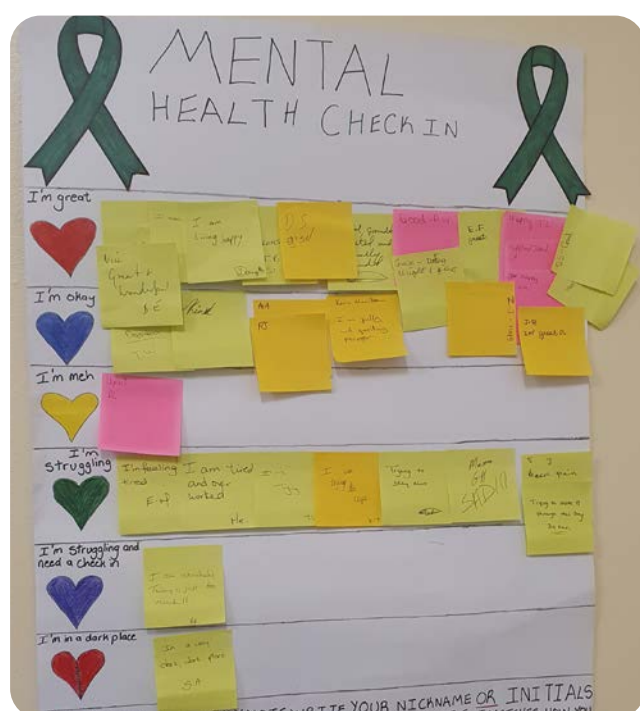
In addition, Leeds Teaching Hospitals NHS Trust offered to host the SVG Chief Nursing Officer on a leadership programme which allowed her to meet with, and shadow key leaders in the Trust, Yorkshire Ambulance Service NHS Trust and leadership in nursing and midwifery education.

When the Vincentian nurses arrived in the UK, they were welcomed and supported by Leeds Teaching NHS Hospitals Trust to help them integrate into their new environment and ensure the nurses understood the operational procedures. Vincentian nurses received mentorship from local staff undertaking placements in one of the identified specialities:

1. Geriatric care
2. Mental health
3. Critical care

The observerships shared several core development areas, in addition to several speciality-specific development opportunities. Common areas included technology assisted learning and the use of educational technology in healthcare, quality improvement, workforce planning, safeguarding, leadership development, and coaching. Each observership was also designed to enable Vincentian nurses to acquire knowledge and awareness of NHS policies, procedures, service pathways and management strategies for each speciality. In addition, the nurses were able to access online learning material materials via eLearning for Healthcare.

This valuable experience enabled the observers learn and develop new skills that will undoubtedly be of great benefit to the country's healthcare system. The programme not only strengthened their skillset but also fostered lasting partnerships between the UK and Saint Vincent and the Grenadines.

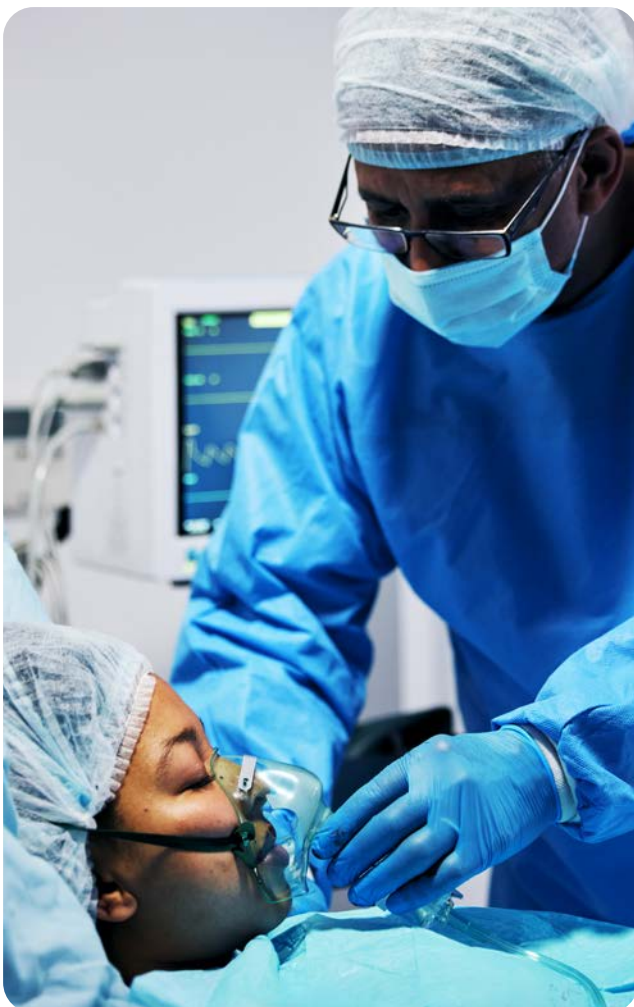


Initial evaluations of the programme indicated that the nurses gained knowledge and awareness of NHS health care policies, procedures, and service pathways, how the NHS supports staff retention, understanding of the strategies to avoid deconditioning in elderly patients, and how to utilise skill mix and diagnostic tools.

As with any new opportunity, there were challenges for those embarking on a journey to a new hospital. For some observers, this was an exciting opportunity, while for others the sheer size and unfamiliarity of both Leeds and Leeds Teaching Hospitals NHS Trust was overwhelming. However, help was on hand in the form of connecting with Diaspora and the Caribbean Nurses and Midwives Association. Throughout the process, it became apparent that a longer period of onboarding and expectation setting was needed, with future iterations set to begin with pre-arrival sessions months in advance.

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Overall, the programme was a success “the experiences and lessons learned during our 8 weeks here in the UK, are invaluable, impactful, mutually beneficial, and something that we would never be able to ascribe a financial cost to.”



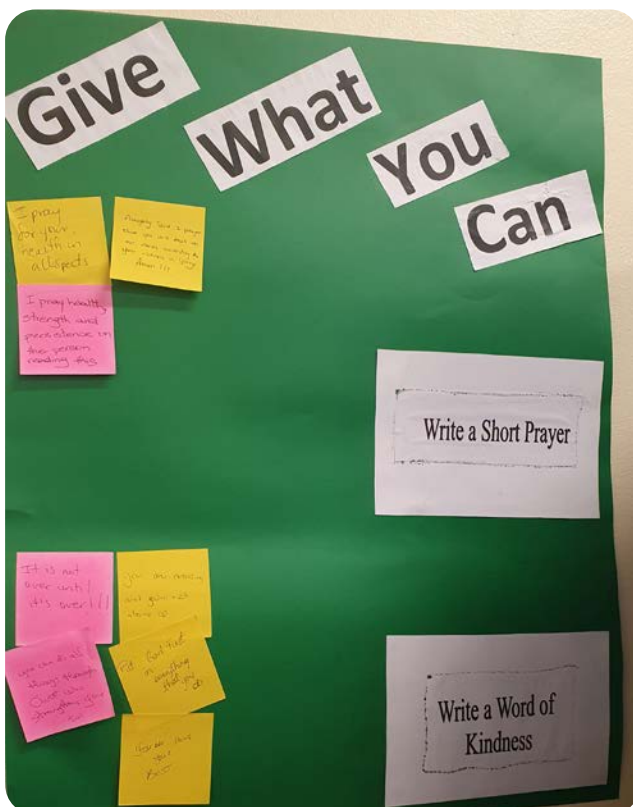
Benefits of the Programme

Implementation of the Offers creates benefits to NHS Staff, the NHS and to the Overseas Health Systems.

Benefits to NHS Staff

The programme has brought about a number of benefits, transforming the individuals who have undergone the training.

- Appreciating cultural diversity is one of the most significant outcomes of this training. Participants have learned how to work more sensitively with patients and colleagues from different backgrounds, enhancing collaboration and understanding.
- Not only have problem-solving skills vastly improved, but leadership skills have also been profoundly transformed. The programme has ignited personal development, empowering participants to take charge of their own growth.
- This transformative experience has cultivated a greater appreciation for the important roles played by other staff members, fostering a more cohesive and harmonious team environment.
- But the impact of this programme goes beyond professional growth. Participants now have a heightened sense of fulfilment, knowing that their work is making a difference in the lives of others.



Benefits to the NHS

The NHS system has experienced significant benefits that have made a real difference to staff, patients, and global relationships.

- Boosted Staff Morale:**
 By making a positive impact on the lives of others, staff members' job satisfaction improves. This, in turn, leads to decreased absenteeism and improved retention.
- Enhanced Patient Care through knowledge exchange:**
 The NHS has embraced new ideas and best practices from around the world, resulting in improved patient care.
- Network of Support and Collaboration:**
 The NHS has fostered strong relationships with other healthcare providers, creating a valuable network for support and knowledge sharing.
- Cultural Awareness and Understanding:**
 Embracing diversity has equipped the NHS with the necessary tools to effectively communicate and provide care to patients and staff from various cultural backgrounds. This inclusivity has made the NHS a more welcoming and effective healthcare system.
- Fostering Global Relationships:**
 The NHS recognizes the immense value of working collaboratively and sharing best practices on a global scale. By developing partnerships with healthcare organizations worldwide, the NHS continues to learn and grow, solidifying its position as a global leader in healthcare.
- Valuing Training and Support:**
 Through these transformative experiences, the NHS has gained a greater appreciation for the importance of training opportunities and support within its own system. This emphasis on continuous learning has resulted in a stronger, more skilled workforce.
- Resourceful Management:**
 The wealth of experience gained by NHS staff has made them incredibly resourceful in challenging situations. The ability to effectively manage resources has allowed the NHS to navigate difficulties seamlessly, ensuring the best possible care for patients.



Benefits to Overseas Governments

In an interconnected world benefits to Overseas government mirrors that of the benefits to NHS staff and the NHS system. More specifically:

- Enhancing Service Delivery:**
 By collaborating with international counterparts, healthcare providers can share experiences, knowledge, and best practices. This exchange of ideas can lead to the development and improvement of service delivery, ensuring better outcomes for patients.
- Broadening Horizons:**
 Partnerships between countries offer healthcare staff the opportunity to gain invaluable experience in different health systems. The overseas partners benefit from fresh perspectives on common challenges.
- Strengthening Clinical and Public Health Practices:**
 Working in international healthcare environments exposes staff to diverse clinical practices and public health strategies. This exposure equips them with a broader skill set to handle various diseases, different organisational structures, and diverse management styles.
- Tackling Global Health Challenges:**
 Collaborating with overseas partners allows healthcare workers to gain insights into tackling epidemics and serious illnesses. By learning about prevention and treatment strategies from other countries, they can strengthen their ability to protect public health at home.



Results

In a recent quantitative survey nurses were asked about their experiences during observerships and how it contributed to their learning and skill development.

1. Observers developed their knowledge and skills in several substantive areas, including defined areas of specialty (geriatric care, critical care, and mental health), leadership and the use of technology in healthcare.
2. One nurse shared the impact of the learning they had obtained during their observership and how this can enhance the care they provide in Saint Vincent & the Grenadines.
3. The observerships provided an opportunity for health professionals from Saint Vincent & the Grenadines to develop through global learning in the English NHS, whilst also enabling NHS staff to be exposed to their Vincentian counterparts.

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“I was able to see how the team at Leeds Teaching Hospitals NHS Trust approached [geriatric] care at different points and was able to take some tips/guidance from their practice which I believe could improve the care I provide.”



Global Health Fellows, Case Studies

1. Fellowship Project: Streamlining processes to improve efficiencies in the physiotherapy department.

Global Health Fellow Amy collaborated with the Chief Physiotherapist in Saint Vincent and the Grenadines with the goal of improving efficiency in physiotherapy care. Facing understaffing and limited resources, the physiotherapy department struggled with time-consuming administrative tasks.

The project introduced standardised assessment forms to reduce clinician documentation time and implemented an

equipment inventory system to minimise time wasted searching for supplies. Preliminary data showed a 10% decrease in time spent on non-patient facing tasks after the interventions.

This fellowship demonstrates that small changes can have a bigger impact when simple quality improvements free up healthcare workers to focus on clinical care and patients.

2. Fellowship Project: Assist in strengthening the structure and co-ordination of Geriatric Health Services in St. Vincent and the Grenadines.

Fellow Vee worked in Saint Vincent and the Grenadines to improve care for the aging population. With no dedicated geriatric services, Vee developed resources like a geriatrician role description, dementia pathway, and adapted assessment tools. Vee also delivered training to build an informed workforce, including a workshop to obtain the views on standards of care for older people and was interviewed on SVG radio on the topic of dementia and carer's

support. The project promoted integrated, person-centred elder care and created a foundation for developing comprehensive geriatric assessments.

This fellowship demonstrates the value of sharing specialised expertise to establish services and build local capabilities where needs are unmet. With aging populations increasing demands globally, sustainable workforce training is key to quality senior care.



Global Health Fellows, Case Studies continued

3. Fellowship Project: Mental Health Rehabilitation Centre Community Integration Project.

Fellow Bethany worked on an education and integration project of community mental health services with primary care clinics in Saint Vincent and the Grenadines. Through provider education and new communication channels, Bethany facilitated strengthened connections between care settings to improve continuity. She also piloted an inpatient substance use counselling programme and trained community and faith leaders to offer support.

This fellowship promoted a holistic, collaborative approach to mental health care through engagement across the system.

The fellowships have been highly appreciated by Saint Vincent & the Grenadines.

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One Fellow in particular “must be commended for her excellent performance despite huge obstacles, in the reorganizing of discharge meetings which is now a set agenda on Mondays and the involvement of all stakeholders in this process.”

Overall, the results of these learning initiatives showcase the immense impact they have had on the professional growth of nurses and fellow practitioners, both locally and internationally.





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