Quality Education for a Healthier Scotland

NES nursing and midwifery strategy: 2011 – 2014
A word of introduction

Education is a powerful force for improvement in our communities and we are pleased to show you how we plan to prioritise educational support for nurses and midwives in Scotland in the next three years.

Thank you for taking time to consider this strategy which has been developed in consultation with our stakeholders and which will underpin NES nursing and midwifery endeavour for 2011-2014. As you would expect, this nursing and midwifery strategy is very closely aligned to the corporate strategy detailed in the NES Strategic Framework 2011-2014 which was launched by the Cabinet Secretary for Health & Wellbeing in January 2011.

Consistent messages have emerged from listening to stakeholders’ views on our work and what is needed in the next few years. Underlying these messages is the strong recognition that during times of economic uncertainty a highly skilled and motivated nursing and midwifery workforce with good access to educational opportunities is crucial to delivering safe, effective and person centred care. With this in mind we have been very conscious to set a direction of travel which prioritises longer term educational support, closer to nurses and midwives in the front line of care delivery.

Many thanks for all your advice and support in developing this work. We would be delighted to hear from you if you have more comments or suggestions on what we are doing.

Helen A. Mackinnon
Helen Mackinnon
Executive Director-Nursing and Midwifery
What is NHS Education for Scotland?

NHS Education for Scotland (NES) is a Special Health Board, responsible for supporting NHS services to the people of Scotland through the development and delivery of education and training for all NHS Scotland staff.

Aims of NES nursing and midwifery

The aims of the nursing and midwifery team are to contribute to the delivery of safe, effective and person centred care by:

- facilitating and supporting education for nurses and midwives and health care support workers across the NHS Career Framework for Health
- promoting excellence in the pre-registration preparation of nurses and midwives
- leading on educational development for clinical priorities which require a significant nursing and midwifery contribution.

How we work

We work closely with NHS Boards and the Scottish Government Health Directorates to ensure that we have a common understanding of what we need to do to support them. We also maintain strong links with UK regulatory bodies such as the Nursing and Midwifery Council. We work closely with Scotland’s Colleges and Universities, partnership organisations (that is, health trade unions such as the Royal College of Nursing), the Scottish Qualifications Authority, Scotland’s Social Services Council, and key bodies in the voluntary sector. Crucially, it is important to us to involve service user, carer and patient representatives in our educational support endeavours.

About the NES Nursing and Midwifery Team

The nursing and midwifery team is integrated with the Allied Health Professions (AHP) team, and we also work closely with all other professional groups in the organisation. We recognise the added value of working together; for example, we are often able to base an educational solution to a nursing and midwifery problem on one that other groups have already created, such as the e-Portfolio which was originally created in the Medical Directorate for trainee doctors. We also contribute to corporate activity such as leadership of the Healthcare Associated Infection agenda or the education plan in support of the Patient Rights Bill. Generally speaking, everything we do is based on NES’ eight ways of working:

- be open, listen and learn
- work together with others to benefit patients
- look ahead and be creative
- promote equality and value diversity
- always aim for quality and excellence
- understand and respond quickly and confidently
- work to a clear common cause; and
- give people power and lead by example
How we developed our strategy

The views of our stakeholders have been pivotal to the development of the NES nursing and midwifery strategy. In November 2009, we hosted a two-day Nursing and Midwifery Consensus Conference as part of our need to refresh and strengthen our strategic approach to supporting nursing and midwifery workforce development in NHS Scotland. Over 180 delegates from all over Scotland as well as from further afield in the UK attended the event to consider the evidence and debate the issues. Participants included student nurses and midwives, patients and carers’ representatives, colleagues from universities and Scotland’s Colleges, partnership and regulatory bodies, front line nurses and midwives, and practice education facilitators as well as nursing and midwifery strategic leaders. Together with an expert panel, participants wrote a consensus statement which they approved as the way forward for a NES nursing and midwifery strategy. Since the conference, the NES nursing and midwifery team has synthesised information from the event as well as from other major sources such as the NHS Healthcare Quality Strategy, Midwifery 2020 and the 2010 NES Stakeholders’ Attitude and Awareness Study. From all this material, and from discussions with the NES Board, we developed a draft strategy which was then further analysed and refined by our Nursing and Midwifery Professional Advisory Group. Membership of this advisory group comes from a wide range of stakeholders, including practitioners, educators, researchers, and representatives from the Royal College of Nursing and the Royal College of Midwives as well as from public partnership bodies.

Alignment with NES Strategic Framework 2011-14

We worked up the strategy very closely with our internal AHP colleagues. In addition, the feedback garnered from the significant consultation on the NES emergent strategic framework during 2010 proved valuable in shaping and ‘sense checking’ our nursing and midwifery thinking. The result is that the nursing and midwifery strategy is closely aligned to NES’ recently launched strategic framework and is designed to support and realise the corporate as well as the nursing and midwifery endeavour.

Key messages to emerge

A number of consistent messages have emerged from the consultations and these have proved central to the strategic direction:

- There is a resounding message to shift our emphasis away from shorter term initiatives towards longer term, more enduring educational solutions.

- There is a plea to bring education closer to practitioners and to make high quality education accessible, relevant and supported in practice, particularly for the bulk of the nursing and midwifery workforce who are in care giving roles at levels 5 and 6 of the NHS Career Framework.

- There is a need to educate and develop our workforce for better joint working with other sectors.

- There is a loud call to renew our focus on involving the full range of stakeholders in our work, from students to patients and service users; and

- There is a requirement to better understand how our work can help address inequalities in society and ensure that people are not disadvantaged by what we do.


Strategic Themes

We are aligning our nursing and midwifery strategy around the following strategic themes:

- Supporting the changing workforce needs of nurses and midwives
- Promoting excellence in pre-registration nursing and midwifery education
- Strengthening education where nurses and midwives practise
- Building research capacity and capability of nurses and midwives
- Ensuring responsive education for nurses and midwives to meet specific clinical priorities
- Embedding and sustaining educational solutions in partnership with stakeholders
- Maximising the NES nursing and midwifery team potential

To support each of these themes, we have developed individual objectives to help us prioritise, plan and deliver our work for nurses and midwives. You can read these in the following pages.
Theme one: Supporting the changing workforce needs of nurses and midwives

- Establish a robust and sustainable approach to education across the NHS Career Framework for Health.

http://www.nes.scot.nhs.uk/media/4350/nmahpcareersposter.pdf

- Develop educational pathways which support nurses and midwives and their support workers (across career framework levels 1 to 9) to be fit for purpose and meet Nursing and Midwifery Council requirements as well as other assurance and governance standards including the Knowledge and Skills Framework.

- Facilitate access to a career navigation resource, aligned to the Career Framework and reflecting the four core themes of practice, leadership, education, and research.

- Ensure that career development solutions and service improvement may be shared with, and where possible jointly produced by other health and social care agencies.

- Support individual practitioners and teams to access and use their learning and development, whether profession specific, inter-professional, or multi-disciplinary, to support change, improvement and innovation in practice.

- Strengthen and develop approaches to support nurses and midwives and their managers develop roles in response to service needs, to include advanced practice and the recommendations from Midwifery 2020.

- Prioritise those nurses and midwives working at levels 5 and 6 of the career framework to ensure they maintain their professionalism and accountability to deliver safe, effective and compassionate care.
**Theme two** Promoting excellence in pre-registration nursing and midwifery education

- Performance manage pre-registration nursing and midwifery education undertaken in designated universities to ensure fitness for purpose.
- Promote educational enhancement for the new pre-registration programmes through partnership working with the universities and service colleagues.
- Inform, share, improve and sustain strategies for recruitment, selection and retention.

**Theme three** Strengthening education where nurses and midwives practise

- Grow dynamic learning environments through efficient and creative support for Scotland’s nursing and midwifery practice education networks.
- Harness new technologies to deliver flexible and innovative education which maximises the work base as a learning environment.
- Collaborate with stakeholders, importantly including service users and carers, to enhance the quality and range of practice learning experiences for all students and practitioners.
- Assist those in practice education roles to access and use the evidence base to support the initial preparation and development of a workforce fit for complex and changing practice environments, including remote and rural settings.
- Capture the added value and benefits of practice education roles through evaluation and other robust methods to identify return on investment.
Theme four: Building research capacity and capability of nurses and midwives

- Embed improvement approaches, evaluation and research skills for nurses and midwives across all levels of the career framework to support implementation and measurement of the NHS Healthcare Quality Strategy.
- Develop research capacity and capability in nurses and midwives with designated research roles to support the translation of research into practice.

Theme five: Ensuring responsive education for nurses and midwives to meet specific clinical priorities

- Consolidate endeavour on key work streams, including: children and young people; mental health; learning disabilities; and older people, particularly in support of long term conditions, and across care sectors.
- Continue to offer relevant and tailored education for individuals and teams through Scotland’s Multi-Professional Maternity Development Programme.
- Continue to develop robust education to prevent healthcare associated infection, and also to promote health protection and health improvement.

Theme six: Embedding and sustaining educational solutions in partnership with stakeholders

- Develop longer term work streams that offer direct support for local needs, and encourage sustainability and embedding in practice.
- Demonstrate best practice by underpinning all our educational activities with evidence, evaluation, and equality and diversity impact assessment.
- Renew our focus on involving patients, service users, carers, and learners/practitioners in the shape and quality of our educational developments.

Theme seven: Maximising the NES nursing and midwifery team potential

- Maximise the skills within the NES nursing and midwifery team to promote excellence and innovation and support education to the highest standard.
Achieving improvement, outcomes and benefits

We are already using our strategy in order to achieve improvements, outcomes and benefits in the delivery of frontline services. Here are some examples mapped to each theme, together with activities:

### Supporting the changing workforce needs of nurses and midwives

<table>
<thead>
<tr>
<th>Improvement</th>
<th>Outcome(s)</th>
<th>Benefit</th>
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<tbody>
<tr>
<td>A robust and sustainable approach to education across the NHS Career Framework for Health is established and maintained.</td>
<td>Educational pathways and resources which support nurses and midwives and their support workers to be fit for purpose and meet regulatory requirements. Specific learning resources available to support nurses and midwives in direct care giving roles. Access to career long e-portfolio in which to record learning and development and which can be used for reflective practice, evidence for revalidation and for e-KSF.</td>
<td>A well developed nursing and midwifery workforce with access to education, learning and advice for safe, effective and person centred care as well as education tools and resources to support career development and aspirations.</td>
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**Sample Activity**

* Flying Start NHS® is available to all newly qualified nurses and midwives on entering their first post in NHS Scotland and we will continue to keep it contemporary and responsive. Building on the completion of Flying Start NHS® is the emergent Effective Practitioner initiative, an online resource to support staff (mainly at Levels 5 and 6 of the career framework) with their continuing professional development to ensure delivery of safe, effective and person centred care.

* We will provide a quality improvement educational model to support the Releasing Time to Care and Leading Better Care initiatives to help improve the efficiency and effectiveness of service delivery. This will be augmented by educational resources for community, neonatal and midwifery services and for senior charge nurses.
## Promoting excellence in pre-registration nursing and midwifery education

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<tr>
<td>Continue to work with universities, service providers and the Nursing and Midwifery Council (NMC) to ensure the delivery of pre-registration nursing and midwifery education to standards of excellence.</td>
<td>A consistent and evidence based range of undergraduate programmes which meet regulatory standards and provide new graduate nurses and midwives who are competent to deliver safe, effective, person centred care.</td>
<td>Nursing and midwifery students across Scotland receive the highest quality, contemporary and evidence based learning experience within university and practice components of their programmes. A graduate nursing and midwifery workforce focussed on delivering the highest quality, safe, effective and person centred care to the people of Scotland.</td>
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## Sample Activity

- A robust system of review of nursing and midwifery programmes at designated universities is in place and we are providing facilitated national collaborative workshops for sharing best practice in the development of new programmes to achieve consistency, transferability and evidence base.

- We will support the embedding of education resources to reflect the Scottish policy context in all new programmes, for example, on patient safety or on quality improvement.

- The practice education facilitators will help mentors do their job and contribute to dynamic learning environments which ensure NMC standards are met.

- To foster best practice in the recruitment, selection and retention of nursing and midwifery students, we will provide an integrated set of initiatives in partnership with the universities and Scotland’s Colleges, the service, health trade unions and professional bodies such as the Royal College of Midwives.
### Strengthening education where nurses and midwives practise

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<td>Embed, review and further develop the delivery of education resources and the people who support learners in practice settings.</td>
<td>A robust and integrated practice education infrastructure with a range of resources, people and technology, to provide nurses, midwives and their support workers with access to learning and learning support within an environment that values work based learning as essential to safe and effective care.</td>
<td>A nursing and midwifery workforce with local access to a range of learning resources to support the delivery of evidence based care within a context of complex and challenging clinical priorities. Equity of provision to assist NHS Boards to develop and deliver education for nurses and midwives, contribute to the preparation and ongoing support of mentors of nursing and midwifery pre-registration students and to strengthen the clinical learning environment for all learners.</td>
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### Sample Activity

As part of our commitment to supporting NHS Boards with the ongoing learning and development of frontline nurses and midwives, we are employing a national network of 12 full time nursing and midwifery Practice Educators who are being hosted in NHS Boards. The postholders will assist Boards to develop and deliver education linked to key national clinical priorities for nurses and midwives, primarily but not exclusively, at levels 5 and 6 of the NHS Career Framework.
## Building research capacity and capability of nurses and midwives

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<tr>
<td>Work with NHS Boards, education partners, professional bodies and other national organisations to further develop and enhance nurses and midwives’ understanding and use of research, improvement and evaluation methods in their practice.</td>
<td>A connected network of resources and support mechanisms to develop and embed use of different evidence-based approaches. Strengthen research capacity and capability of nurses and midwives who have a designated research element to their role.</td>
<td>Nurses and midwives have access to a range of resources to enhance their understanding and use of research and evidence in their practice.</td>
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### Sample Activity

National guidance has been published to support the development of Nursing, Midwifery and Allied Health Professions (NMAHP) clinical academic careers with the aim of providing a sustainable and consistent structure to guide clinical research collaborations and role development. Along with colleagues from the NMAHP Research Unit we are working with NMAHP Consultants in the delivery of a national workshop to support the research element of their role.
## Ensuring responsive education for nurses and midwives to meet specific clinical priorities

### Set A

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<tr>
<td>Consolidate endeavour on key programmes, including: children and young people; mental health; learning disabilities; and older people, particularly in support of ‘reshaping care’. We will work with service, education and professional bodies to provide educational resources that support person centred care.</td>
<td>A consistent evidence based range of educational programmes that meet current policy guidance for clinical priority areas that develop roles and skills for the NHS workforce.</td>
<td>A healthcare workforce who are better prepared to deliver the right care and better able to work jointly with others from social, education and voluntary sectors. Equity of educational provision and access regardless of setting or client group.</td>
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### Sample Activity

We will build on the existing suite of programmes which support nurses and midwives and other colleagues working within clinical priority areas.

- For those working with children and young people, we will ensure that the Managed Clinical Network and the Emergency Care Framework are kept up to date and are responsive.

- Within Mental Health, we will continue to maintain and disseminate programmes that support values and recovery focused practice.

- National knowledge networks will be developed further for long term conditions, cancer, and the *National Dementia Strategy*. 
### Set B

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<tr>
<td>Continue to offer relevant and tailored education for individuals and teams through the Scottish Multi Professional Maternity Development Programme.</td>
<td>A consistent evidence based range of educational programmes to develop roles and skills for the NHS workforce in maternity care.</td>
<td>A healthcare workforce able to consistently deliver the right maternity care anywhere in Scotland to improve the health outcomes of women and babies.</td>
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**Sample Activity**

The Scottish Multi Professional Maternity Development Programme will continue in collaboration with clinical service professionals to strengthen our existing range of short clinical skills and knowledge based courses to meet the continuing professional development needs of the maternity workforce and others. For example, we will develop a course on parent education and embed the REACT emergency course that supports the safety of mothers and babies.

### Set C

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<tr>
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<tr>
<td>Continue to develop robust education to prevent healthcare associated infection (HAI) thus ensuring patient safety and to promote health protection.</td>
<td>A consistent evidence based range of educational programmes to develop roles and skills for the NHS workforce in the prevention of HAI and to promote health protection.</td>
<td>A healthcare workforce able to protect patients from healthcare associated infection and to promote health and well being.</td>
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**Sample Activity**

- The Healthcare Associated Infection initiative underpins patient safety and is focused on helping to reduce HAI incidence. A range of short e-learning courses are available on topics including MRSA, Clostridium Difficile and Antibiotic Prescribing. Working in partnership, further courses will be developed to support the combat of HAI including looking after older people who are susceptible to multiple pathological infections.

- In partnership with Health Protection Scotland, we will continue to develop a range of educational resources that promote the protection of health on topics including, legionella, blood borne viruses, and sexual health.
### Embedding and sustaining educational solutions in partnership with stakeholders

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<tbody>
<tr>
<td>Work in partnership with NHS Boards and other partners to share, embed, sustain and implement flexible learning to support patient care.</td>
<td>An integrated range of educational opportunities is shared, embedded and taken up by nurses and midwives.</td>
<td>A nursing and midwifery workforce who have had time and support to apply their learning to practice thus making a difference to patient care.</td>
</tr>
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</table>

#### Sample activity

- We will coordinate the HAI Educational Leads in NHS Boards to help them embed learning resources and share best evaluated practice.
- We will support Practice Educators hosted in each health board to find effective ways of sharing learning and ensuring front line staff benefit.
- We will work with people with a diagnosis of dementia and carers to ensure that the learning resources to emerge from the National Dementia Strategy are developed and evaluated against the key outcomes they have defined as most important.

### Maximising the NES nursing and midwifery team potential

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<tbody>
<tr>
<td>Review and develop systems and processes that support the development of skills in staff that are integral to the Knowledge and Skills Framework.</td>
<td>A highly skilled nursing and midwifery team who are able to deliver on the corporate NES strategic objectives and provide innovative educational solutions to support the nursing and midwifery workforce. Each team member is supported with a personal development plan.</td>
<td>A culture which values its individual team members’ unique contributions, as well as those of colleagues across our organisation. Sharing and working together ensures educational underpinning for excellent person centred, effective and safe care.</td>
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#### Sample Activity

Staff are supported through KSF professional development plans. All team members take advantage of NES’ organisational developments which promote and embed integrated-working and knowledge sharing.

NES makes best use of the skills, expertise and experience of the nursing and midwifery team to promote excellence and innovation. This collective resource includes clinical and managerial expertise gained from the NHS, and educational capability from the higher education sector, together with a wide range of experience gained from work in other public sectors.
Communicating progress with you

This document has set out our nursing and midwifery direction for the next three years. The NES annual corporate plan which supports the organisational strategy, including the nursing and midwifery direction, will provide you with more detailed activity and specific targets. You can find our corporate plan at:

www.nes.scot.nhs.uk/about-nes/planning

Like all health boards in Scotland, our performance is measured and reported to the NES Board and the Scottish Government Health Directorates on a quarterly basis.

In addition, we will also publish a specific nursing and midwifery briefing on our website in the spring of each year. This will provide you with a summary of our work plan for the coming year. In the summer of the following year we will then report progress via the website.

Finally, we will ensure that members of the NES Nursing and Midwifery Professional Advisory Group continue to act as critical friends so that our direction of travel over the next three years can be dynamically modified to suit changing circumstances.

How do I find out more?

The NMAHP pages on the NES website provide you with a 24-hour window to our work:

http://www.nes.scot.nhs.uk/disciplines/nursing-and-midwifery

You will be able to find detailed information throughout these pages.

If you would like to become involved in our work, wish further information or have a question in relation to the nursing and midwifery strategy, we would be very glad to hear from you. Please email:

nursingandmidwifery@nes.scot.nhs.uk

or write to:
NES Nursing & Midwifery
NHS Education for Scotland
Thistle House (4th Floor)
91 Haymarket Terrace
Edinburgh EH12 5HD
<table>
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<tr>
<th>Glossary</th>
<th>Description</th>
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<tbody>
<tr>
<td>Career development solutions</td>
<td>Ways in which nurses and midwives can be supported to make decisions about developing their career either in their current post or in preparation for a move to a new post.</td>
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<tr>
<td>Corporate</td>
<td>Corporate refers to the directorates and departments of NES in a collective, organisational and business context.</td>
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<tr>
<td>Educational Solution</td>
<td>This is an answer to a problem that involves nurses and midwives (or their employers) learning so that they can improve their practice.</td>
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<tr>
<td>Educational pathways</td>
<td>Educational pathways are the ways in which individuals select, access and undertake education, learning and development to ensure they are effective in doing their jobs.</td>
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<tr>
<td>Healthcare Associated Infection</td>
<td>Healthcare Associated Infections are infections that are acquired as a result of healthcare interventions.</td>
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<tr>
<td>Health Improvement</td>
<td>Activity to improve the health and wellbeing of individuals or communities through enabling and encouraging healthy lifestyle choices as well as addressing underlying life circumstances such as poverty or lack of education.</td>
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<tr>
<td>Health Protection</td>
<td>This term involves: ensuring the safety and quality of food and water, air and the general environment; preventing the transmission of communicable diseases; and managing outbreaks and other incidents which threaten the public health.</td>
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<tr>
<td>Equality and Diversity Impact Assessment</td>
<td>An equality and diversity impact assessment is a systematic way of thinking about how our work affects diverse groups of people, helping us to think about how we can promote equality and good relations and work to eliminate discrimination in all that we do. We must demonstrate that this is informing the design, development and delivery of our work.</td>
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<tr>
<td>Knowledge and Skills Framework (KSF)</td>
<td>This framework identifies the knowledge and skills which NHS staff require to do their jobs effectively. The knowledge and skills are grouped into areas which are common to all posts e.g. communication, health and safety. There are also specific knowledge and skills described which are required by some staff but not by others. The term ‘e-KSF’ is used when the framework is offered or used electronically.</td>
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<tr>
<td>Managed clinical network</td>
<td>Managed clinical networks are linked groups of health professionals and organisations from primary, secondary and tertiary care working in a co-ordinated manner to provide clinically effective services.</td>
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<tr>
<td>Managed Knowledge Networks</td>
<td>Managed Knowledge Networks are national groups of health and social care staff who need to access, share and apply knowledge in a common area of interest. They link communities of healthcare staff and partners in other sectors.</td>
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<tr>
<td>The Knowledge Network</td>
<td>The Knowledge Network provides evidence, information, e-learning and community tools. It supports all health staff to find, share and use knowledge in day to day work and learning. You can sign up at <a href="http://www.knowledge.scot.nhs.uk">www.knowledge.scot.nhs.uk</a></td>
</tr>
<tr>
<td>NHS Career Framework for Health</td>
<td>The Career Framework for Health is a 9-level framework designed to support workforce development and career planning. Each level describes roles which are grouped according to their level of complexity and responsibility, and the level of experience and learning required to carry them out.</td>
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<tr>
<td>Person centred care</td>
<td>Person centred care is care that is respectful of, and responsive to, the person’s preferences, needs and values. A person centred approach ensures that respect for their preferences, needs and values guides all clinical decisions.</td>
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</table>
| Practice Education Infrastructure | The practice education infrastructure across NHSScotland supports learning in the workplace and includes:  
**Practice Education Facilitators** who contribute to the preparation, development and ongoing support for mentors to enable them, in turn, to support all nursing and midwifery learners in practice.  
**Practice Educators** who contribute to the education and development of nurses and midwives in direct care giving roles. |
| Pre-registration             | All nurses and midwives have to successfully undertake a Nursing and Midwifery Council approved programme of a minimum of three years at a university before they can register with the NMC as a nurse or midwife. Pre-registration is the adjective used to describe either the programmes or the student nurses and midwives undertaking the programmes. |
| Quality Improvement         | Quality improvement aims to ensure safe, effective and person centred healthcare through implementation of a body of recognised methods and techniques. |
| REACT                       | Recognition, Evaluation, Assessment, Critical Treatment and Stabilisation (REACT) is a course designed around each of these five clinical stages to support the safety of mothers and babies. |