



# Clinical Education Team

**Annual Report 2024/2025** 





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### 1. Introduction



Welcome to the Clinical Education Team annual report 2024/2025.

Our International Nurse Recruitment programme ended in 2024, with the final cohort completing exams in May 2024. The project has been written up, with any lessons learned recorded on our approach to delivery of training, and the curriculum developed, should there be a requirement from the hospital for this program in the future.

We continued to support training at all levels of nursing to support the opening of the new Surgical Centre in August 2024. There was a particular focus for the Perioperative Clinical Educators with the additional theatre and endoscopy rooms in the new department. A key priority for the Orthopaedics/General Surgery Clinical Educators was supporting the Surgical Day Unit team as they moved to the new Surgical Admissions Receiving Unit and helping staff with the new ways of working. Resuscitation Officers ensured staff felt equipped to deal with any clinical emergencies in the new environment before it opened. The Practice Education Facilitators (PEF's) worked with local University partners to ensure that the Centre was ready to become a pre-registration placement for student nurses from day 1. This was a fantastic opportunity for pre-registration nurses to participate in the opening of a new care facility.

The Scottish Vocational Qualifications (SVQ) Team achieved the Hospitality award in collaboration with the Golden Jubilee Conference Hotel team. Plans are in place to take hotel staff candidates through this award into 2025.

We hosted the NHS Education of Scotland (NES) Mobile Clinical Skills Simulation Unit in March 2025. Our Clinical Educators developed a week of immersive and interactive training sessions open to all nurses, healthcare support workers, and allied healthcare professionals. Following positive feedback we will look at bringing the Mobile Simulation Unit back in the future.

There has been significant work in supporting staff training for new equipment and clinical systems. This continues with the rollout of Hospital Electronic Prescribing Medicine Administration (HEPMA) system and eRostering.

We have welcomed new members to the Clinical Education team, replacing colleagues who have moved to new career opportunities.

This report highlights the wide and varied work that the clinical education team on how we are meeting the objectives set out in our Clinical Education Strategy published in 2024.

**Eleanor Lang, Associate Nurse Director** 





# 2. Board wide training



#### 2.1 Resuscitation training team

Resuscitation Officer activity continued to expand in 2024/2025. We added the Immediate Life Instructor course to our life support courses (basic, immediate and advanced), allowing appropriate staff to develop resuscitation training skills and support the resuscitation training calendar. We continued to support other Clinical Educators and departments in simulation training and course development. These include Tracheostomy, new graduate nurses, Anaesthetic Emergency in Intensive Care Unit (ICU), Extra Corporeal Membrane Oxygenation (ECMO), Electrocardiogram (ECG), Cardiothoracic Advanced Life Support (CALS), mechanical Cardiopulmonary Resuscitation (mCPR), and a variety of initiatives linked to resuscitation and simulation. We were pleased to support the Clinical Education and Advanced Nurse Practitioner teams to prepare and deliver Immersive Simulation sessions in the Mobile Skills Unit.

Resuscitation Officers have developed and delivered Cardiothoracic Resuscitation skills to Medical staff who assist in out of hours emergencies for Cardiothoracic patients, including chest re-opening. Clinicians' feedback from these sessions was very positive and it is hoped it will form part of their orientation and education calendar going forward.

We ran several simulations in the Surgical Centre before it opened, ensuring staff were confident in resuscitation processes and procedures, and safeguarding patient safety.

One of our team has been on secondment with theatres and this has challenged the delivery of our service, but we have now recruited into that post and plan to resume a full clinical support and education service. This will support the challenges of meeting Resuscitation training needs of our clinical staff.

**Calum Cassidy, Resuscitation Officer** 







#### 2.2 Caring Behaviours Assurance System (CBAS)

The revised versions of the Person-Centered Care Instrument (PCCI), a framework describing what person-centered, quality, safe and effective care for patients and staff means to an individual team, remain visible in clinical areas for patients, public, and staff to see. The key principles of caring behaviours continued to be evident within teams and departments.

CBAS training has evolved over the years and this continued during the year. The key drivers of caring for staff, focusing on the importance of self-care for individuals and teams to enhance resilience and improve team working, remain within the training sessions but now combines with human factors. The new session was delivered during nurse leadership training and was well evaluated. This will become a regular session on the Clinical Education calendar. Our CBAS Facilitator continues partnership working with Healthcare Environment Inc. and Caring Science International Collaborative, contributing to international research around the concepts of caring science.

#### Jacqui Brown, CBAS Facilitator

#### 2.3 Dementia training

Work to support dementia and delirium care has developed over 2024/2025. We have established multidisciplinary groups to standardise and improve delirium and dementia care. We also successfully developed and launched a local guideline that reflects our patient pathways to support the delivery of optimum delirium care in all clinical areas.

Work streams from the delirium group include updating and focussing on supporting patients who experience stress and distress. Other work concentrated on developing a consistent approach to preventing, assessing, and managing delirium, including identifying those at high risk of developing a delirium at pre-assessment.

Amongst the key priorities is to embed a support structure within clinical areas to ensure any person admitted has access to educated, knowledgeable staff at all times. The main formal educational programme ran by the Lead Nurse for Dementia is 'Best Practice in Dementia Care'. During 2024/2025 seen 8 healthcare support workers completed this accredited course, which is run in conjunction with University of Stirling Dementia Unit. Other priority training initiatives focused on delirium training, supporting patients with stress and distress, and awareness sessions for volunteers and non-clinical staff ran during the year.

The Lead Nurse for Dementia continues to work in partnership with Alzheimer's Scotland having to deliver a Dementia Carer's Café, which gives carers an opportunity to access support and have a chat with fellow carers.

The Lead Nurse for Dementia supported regular dementia and delirium awareness days and shorter sessions. Staff always engage well and show a positive response to quality improvement in care.

Our Lead Nurse for Dementia is a member of the National Dementia Consultants Group, which informs our dementia care through new and innovative ideas to benefit our patients.





### 3. Divisional update



#### 3.1 Perioperative department

The Theatre department welcomed many changes over the 2024/2025 period, most notably the opening of the Surgical Centre including 5 new Orthopaedic theatres. Working closely with the Hospital Expansion, Senior Charge Nurse, Health and Safety, and Medical Physics, the Theatre and Endoscopy Clinical Education Team have supported staff with the rollout of new equipment, patient flow, orientation and ways of working within the new expansion.

The Perioperative Clinical Educator worked with the Resuscitation Officers to deliver simulation training for the Multidisciplinary Team before the first day of operating in the new theatres. This was well received by participants and allowed valuable insight into how to adapt our ways of working.

The Clinical Education Team continue to support quality improvement projects such as the 5 Steps for Safer Surgery, Pre-Operative Checklist, and Association for Perioperative Practice Audit. Involvement in development and rollout of these projects provided the team with greater insight into how best to support staff when delivering teaching sessions, as well as providing clinical support.

A group of 47 nurses recruited through the International Registered Nurse programme joined the theatre team, bringing vast experience and skills to further enhance our workforce.

Partnership with the NHS Scotland Academy continues supporting registered staff to attend a variety of courses. Non-registered practitioners were able to participate in the Assistant Perioperative Practitioner programme, moving into a non-registered scrub practitioner roll on successful completion.

The department continues to support the Student Operating Department Practitioner (ODP) programme to gain competence in clinical skills allowing them to work as Anaesthetic, Scrub/Circulating and Post Anaesthetic Care Unit practitioners. Three Student ODPs graduated in autumn 2024 and transitioned into posts within the Department as registered practitioners.

The Theatre Education Team continues to facilitate the Theatre Induction programme for all new theatres staff, welcoming 75 colleagues to the team in 2024/2025. The team continue to deliver learning for all nursing staff during regular Continuing Medical Education (CME) days. This is a blend of mandatory and specialty-specific training, working collaboratively with the wider Clinical Education Team, Multidisciplinary team and industry representatives.





#### **Endoscopy department**

In 2024, the Endoscopy Team moved from Theatres to their new purpose built Endoscopy department consisting of 14 patient pods and 5 Endoscopy Procedure rooms, 2 of which are dedicated training spaces used by NHS Scotland Academy.

To support this transition, the Theatre & Endoscopy Clinical Education Team worked closely with the Senior Charge Nurse to ensure all staff were orientated to the department, familiar with placement of existing equipment and confident in using new equipment including the introduction of the new Endoscope Drying and Storage Cabinets.

A new Endoscopy Induction programme was created to ensure all new members of staff had a smooth transition into their role. Competencies for all Nursing and Healthcare Support Workers were updated, to reflect current practice.

The department was successfully audited, as a new Practice Learning Environment (PLE) for Student Nurses having previously been included in the Theatre PLE. This will allow more Student Nurses the opportunity to follow a patient through their Endoscopy journey.

The Theatre and Endoscopy Clinical Education Team continue to deliver learning for Endoscopy nursing staff during the CME days. This is a blend of mandatory and Endoscopy-specific training, working collaboratively with the wider Clinical Education Team, Multidisciplinary team and industry representatives.

Lisa Parry, Perioperative Clinical Educator Theatres and Endoscopy





#### 3.2 Critical Care

Critical Care has continued the Newly Qualified Nurse (NQN) Programme, with cohort 2 commencing in November 2024. This structured training has ensured that all NQNs are provided with the same opportunities to learn and develop their knowledge and skills to care for critical care patients.

Delivering a blend of both classroom sessions and tailored bedside teaching opportunities has allowed the NQNs to feel more competent and confident in their role. This has been evidenced in the positive feedback received from staff, created more cohesive team working, and earlier completion of clinical competencies than previous years.

New staff with limited critical care experience also attend a newly developed structured critical care programme to develop their skills and knowledge. This is shorter than the NQN programme but the outcomes are similar, with staff gaining confidence and competence at an accelerated rate.

This year we developed our first Band 3 Health Care Support Worker programme, which involves three classroom-teaching days alongside a structured mentoring approach for competency sign off.

Scenario based training remains a high priority, in particular the recognised Cardiac Advanced Life Support (CALS) course for senior nurses. Clinical Educators, Intensivists, Resuscitation Officers and surgeons work collaboratively to teach the principles of re-sternotomy in an emergency cardiac arrest situation post cardiac surgery. We also deliver shorter scenario-based courses to offer training to larger numbers of staff throughout the year.

The Clinical Educators continue to guest lecture at the University of Glasgow, teaching preregistration student nurses many aspects of nursing care post cardiac surgery.

#### **Lesley Truesdale, Critical Care Clinical Educator**





#### 3.3 Cardiothoracic wards

The Clinical Educator returned from a 2-year secondment with the International Nurse Programme in September 2024.

#### 3 West

Throughout 2024/2025 support from the Clinical Educator has helped to facilitate an increase in service provision and new staff gaining competence and confidence in their role. The Clinical Educator has delivered, along with support from the wider multi-disciplinary team, classroom-based study days alongside shorter ward-based sessions. The ward-based sessions, which allowed education to continue during periods of higher activity when it was difficult to release staff, were evaluated well.

Working collaboratively with colleagues from NHS Greater Glasgow and Clyde, staff attended Palliative Care study days and ward updates on Bodyguard T infusion devices. Staff have also attended a variety of relevant external events e.g. Mesothelioma Training Day, Lung Volume Reduction and Epstein-Barr Virus (EBV) training day.

#### 3 East

New staff were supported by the Clinical Educator to develop key skills for their new roles and aided successful completion of clinical competencies.

Due to the nature of the environment, it is challenging to accommodate structured training sessions on CME days. We developed short training sessions on variety of topics relevant to current clinical practice and delivered these in the ward environment.

The Clinical Educator also developed short training sessions on electrode placements for cardiology device patients, again delivered in the ward environment to maximise staff attendance. The Clinical Educator has developed and delivered Fundamentals of Cardiac Surgery study days for new Registered Nurses into the department.

Staff have had the opportunity to attend both the Society Cardiothoracic Surgery Conference and Cardiac Enhanced Recovery After Surgery (ERAS) conference during 2024/2025.

#### 3 East and 3 West

Training for both registered and non-registered staff on wound management skills was a key priority, with staff attending Tissue Viability workshops and Negative Pressure Device updates. The transition to TURAS as the new eLearning platform has required continual Clinical Educator support for staff. The Clinical Educator has also supported the introduction of several new devices and equipment across the department.

#### **Margaret Hart, Cardiothoracic Clinical Educator**





#### 3.4 National Elective Services (NES) wards

A key priority for the Orthopaedic and General Surgery Clinical Educators was supporting the transition of staff to the new Surgical Admissions Receiving Unit. To facilitate a smooth opening, staff were supported in achieving and maintaining their competencies through clinical support, departmental study days, and facilitated learning sessions during CME days. On opening, the Clinical Educators worked within the unit to support new ways of working, including working with theatre educators to ensure positive experiences for patients and staff.

Movement of Orthopaedic wards led to staff movement, ensuring adequate skill mix. The Clinical Educators and senior team supported staff to ensure they had the skills to provide high quality care.

Intentional morning visits to areas allowed the Educators to facilitate daily learning goals for staff and provide opportunities for staff to seek advice from Educators early in the day.

Training sessions were developed and delivered to ensure staff had the knowledge to complete their clinical competencies.

In January, the education team mapped out a work plan and met with the senior National Elective Services (NES) nursing team to ensure this aligned with their area's needs and to work collaboratively to support and maximise staff learning needs and opportunities. With elements of the work plan being measurable, this will allow us to identify further areas of improvement.

The Assistant Educator completed the Golden Jubilees Quality Improvement Skills programme in summer 2024 and the Educator commenced the Scottish Quality Improvement Leadership programme in December 2024.

Other successes for 2024/2025:

- World Inflammatory Bowel Disease (IBD) day celebrated in May with education collaborating with the colorectal team.
- World Arthritis celebrated in October collaborating with our Orthopaedic teams and the charity Versus Arthritis.

Hayley Doak, Orthopaedic/General Surgery Clinical Educator





#### 3.5 Outpatients Department (OPD)

The pre-admission service has increased by 100% and now includes Cardiothoracic and General Surgery. The Band 4 competencies were revamped to include new specialities and ways of working. Band 4s were supported in their role by the Clinical Educator and are working well to reduce the number of patients waiting on our 'medically' unavailable list.

The Unscheduled Care Guideline has been updated and is currently going through the governance and approval process before being uploaded to the Policies and Guidelines SharePoint site. This will support staff dealing with patients, relatives, visitors or staff who become unwell within the Hotel and non-clinical areas of the hospital.

Before the re-introduction of the intravenous (IV) iron service within outpatient department discussions with the Clinical Educator and staff led to an identification of learning needs among some of the Band 5 staff group. Staff who were not IV trained attended appropriate courses. All staff were given a refresher on cannulation and support to achieve the relevant competencies.

Plaster casting updates are continuing, with Essity providing videos to achieve and maintain skills, which is supported by the Clinical Educator and Mr Siddique, Consultant Orthopaedic Surgeon.

Investing and supporting the commitment and professionalism of OPD staff continues via the CME education programme. Targeted training takes place each month for each staff group and a recent addition to the programme is CAKE sessions facilitated by the Clinical Educator. CAKE is an interactive resource designed to improve staff morale and team effectiveness.

#### **Ingrid Barr, Clinical Educator OPD**





#### 3.6 Eye Centre

Due to the Clinical Educator going on maternity leave an Assistant Clinical Educator was appointed in December 2024. This allows for continuity of support for staff and recognition of learning needs within the department.

The Clinical Educator / Assistant Clinical Educator works closely with management, nursing and ophthalmology teams to identify, facilitate, and support learning. Clinic and theatre efficiency groups meet regularly to discuss the training and education needs of all staff. This collaboration has led to successful standardisation of processes allowing safer practice. Teaching carried out by the Assistant Clinical Educator reflects these processes.

Staff role development continues to be a key priority within the department. The Assistant Clinical Educator continues to support staff in their personal and professional development, allowing for progression along career paths and aiding retention of staff. To assist with this multiple short teaching sessions were developed and delivered within the department by the Assistant Clinical Educator.

Band 4 healthcare support worker training has been a focus for 2024/2025, particularly around the pre-assessment role. Further focus within ophthalmology, led by the Assistant Clinical Educator, included taking blood pressures and referrals to GPs to optimise patients' health before surgery. This has seen a decrease in cancellations on the day of surgery.

Two healthcare support workers are currently completing Open University courses to become registered nurses with other healthcare support worker's undertaking Scottish Vocational Qualification's.

Ophthalmology continues to invest and support staff with targeted education on CME days. The wider ophthalmology team are encouraged to identify learning needs that build the content for CME. The Assistant Clinical Educator developed tailored study days to meet staffs individual educational needs and support completion of competencies, allowing staff to feel confident in their role.

#### **Kevin Johnston, Assistant Clinical Educator**





#### 3.7 Interventional Cardiology and National Services Division

Interventional Cardiology has seen a significant increase in activity across all specialities in 2024/2025. We have welcomed several new staff members over the year, as well as staff changes to the Senior Nursing teams in Coronary Care Unit (CCU) and 2 East.

The department has restarted a rotation programme for Registered Nurses between CCU/2East, supported in practice by the Clinical Educator. This valuable opportunity allows staff to expand on and gain interchangeable skills.

The education needs of the department are diverse and the Clinical Educator has been supporting both existing and new staff with various approaches to achieve competencies.

From bedside teaching to running short sessions with various guest speakers such as Practice Education Facilitator (PEF) team, Cardiac Rehabilitation, Practical Continuous Positive Airway Pressure (CPAP) training and Corpuls refresher sessions with the assistance of Resuscitation Officer.

The majority of activity in cardiology is urgent and opportunities to deliver education on CME days are limited. The Cardiac Physiology team have assisted in delivering tailored education sessions on MS Teams. Feedback has been positive.

Several staff have completed a number of in-house and external courses to improve their skills and competence on a variety of topics.

The move to TURAS over the past year has been heavily supported by the Clinical Educator, ensuring all staff can access and navigate this platform for eLearning.

#### **National Services Division (NSD)**

For the first time, NSD has welcomed newly qualified nurses to their team. The Clinical Educator has supported them in practice, including encouraging completion of the Flying Start NHS® programme.

The Clinical Educator has supported the senior nursing team to develop nursing competencies tailored to the care of the Advanced Heart Failure, Transplant and Adult Congenital Cardiac patient groups.

Many staff attended the in-house Transplant Study Day and successfully completed Advanced Life Support.

**Lucy Flaherty, Interventional Cardiology and National Services Division Clinical Educator** 





### 3.8 Interventional Cardiology - Cardiac Catheterisation Laboratories (Cath Labs)/ Cardiac Day Unit (CDU)

The Clinical Educator works very closely with the nursing team and the wider interventional cardiology team.

In 2024/2025, we have welcomed several newly qualified practitioners, who have been supported by the Clinical Educator.

The Clinical Educator took a 'back to basics' competency-based approach to Cath Lab learning. This has allowed the Clinical Educator to review the education needs of both new and existing staff. From this piece of work, competencies were revised and issued to all staff. The Clinical Educator provided short practical teaching sessions on new and existing equipment, which helped staff in competency completion.

Conscious sedation has become an instrumental part of caring for patients throughout their cardiology procedures. Senior staff attended the Safe Sedate Conscious Sedation course and are supported in practice by the Clinical Educator. This facilitates the nursing team to deliver conscious sedation to specific patient groups.

Collaboration between the Clinical Educator and both in-house and external providers delivered invaluable teaching sessions during CME days on complex interventional cardiology procedures and equipment for all members of the multidisciplinary team.

The Clinical Educator continues to support staff in their professional development and supporting staff undertaking Quality Improvement projects. The Clinical Educator works closely with the Senior Charge Nurse and Charge Nurse to update and provide clear, concise policies, guidelines and standard operating procedures.

#### **Claire Gren, Clinical Educator, Cath Labs**





#### 3.9 International Registered Nurses (RN) Programme

Our International Registered Nurse programme concluded with the final cohort (group) sitting Observed Structured Clinical Exam (OSCE) mid-May and all candidates moving into their Registered Nurse positions by the end of May.

The IRN Educator team wrote up this project and the many elements of developing and delivering the course, which had been improved and refined with each cohort. This information will be available for any future programmes. We continue to have a keen focus on the holistic approach for internationally recruited nurses to ensure that we support them to settle within our local community. As the number of nurses has grown over the programme, they have developed their own support network and made connections with other settled International Nurses but they still have communication links with the IRN Clinical Education team.

Jacqui Brown, IRN Clinical Education Lead





#### 3.10 Mobile skills unit (Education bus)

In March 2025, we hosted the NHS Education for Scotland Mobile Skills Unit on site. This facility supports delivery of clinical skills and simulation training in a standalone external unit.

As an education department, ensuring staff have access to ongoing education and training is essential as it enables staff to ensure their knowledge and skills are updated. The mobile skills unit provided a safe learning environment for blended simulation-based training and other non-technical skills education. Simulation training provides an immersive, safe learning environment where teams address skills gaps and develop team-working, decision-making, and communication skills. This ultimately leads to safer practice, improved standards, and higher quality care for our patients. The feedback over the week was very positive from all groups of staff. This positive learning culture ultimately will have positive impact on patient care.

The variety of sessions covered included palliative care and deteriorating patient scenarios. The delirium and dementia session allowed staff to appreciate the challenges a person can have with altered sensory function.

#### **Jacqui Brown, Senior Nurse Clinical Education**





#### 3.11 Team working

As a team, the Clinical Educators support implementation of training across the hospital and we have kept the opportunities for learning high over the year. Nurse Induction continues for all Registered Nurses, Operating Department Practitioners (ODP's) and Healthcare Support Workers.

A bespoke induction programme was held for Newly Qualified Practitioners (NQP's) in autumn 2024 with 32 NQP's attending the 5-day course.

The Clinical Educators also continued to deliver training on new clinical equipment and extended roles. Hospital-wide training courses have been reviewed and updated to ensure they meet the needs of our nursing staff and we are using all online training opportunities available.



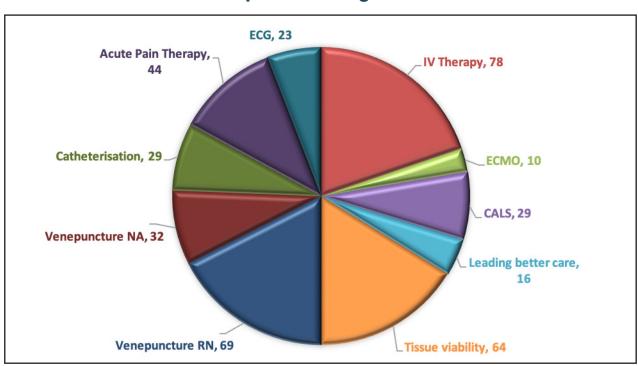




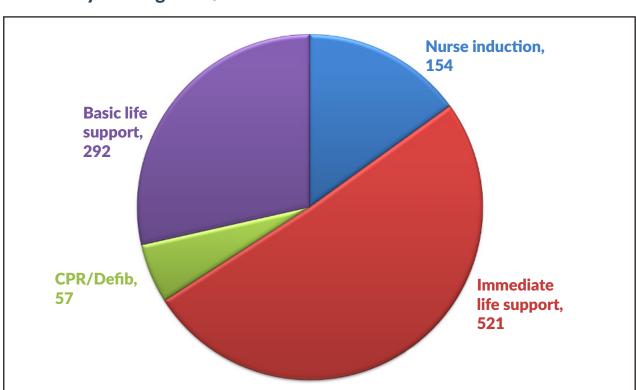
# 4. Training reports



#### Professional in-house development training attendance

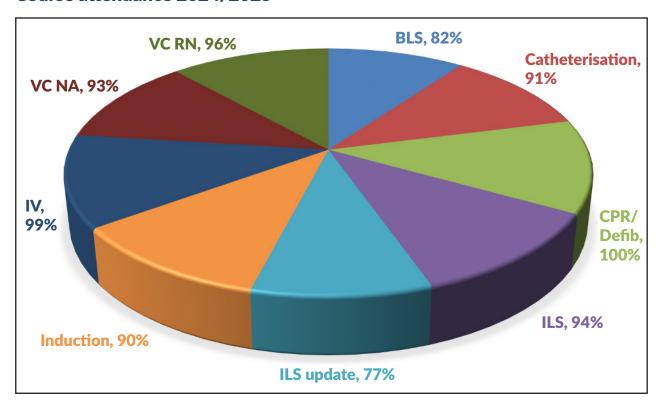


#### **Mandatory training 2024/2025**





#### **Course attendance 2024/2025**



#### **Elizabeth Keatley, Clinical Education Administrator**





# 5. Supporting staff



#### 5.1 NHS Golden Jubilee Scottish Vocational Qualification (SVQ) Centre

In 2024/2025 the Vocational Qualifications Team has continued to support staff undertaking clinical Scottish Vocational Qualifications (SVQs) by delivering introductory workshops to new candidates and encouraging them to reflect on their practice whilst assessing their progress through their chosen units.

By offering these awards, we are developing staff individually, building confidence in their abilities, and reinforcing the value they bring to the organisation. The retention of current staff and the recruitment of new staff will be aided by having the ability to deliver qualifications inhouse.

Our first Learning and Development Verification visit from Scottish Qualifications Authority (SQA) went well with a summary of 'high confidence' given at feedback.

By gaining approval to deliver Assessor and Internal Verifier awards led us to discussions with colleagues in the Golden Jubilee Conference Hotel about delivery of SVQs for hotel staff. We have recently gained accreditation to support this additional award for our partners in hospitality.

We are delighted some candidates have applied for nurse training through the Open University route, whilst others have taken up places on the Operating Department Practitioner course. Staff who choose not to formally study have opportunities to support colleagues undertaking SVQs by becoming an expert witness in their clinical area.

Internal Verification provision to our colleagues at NHS Scotland Academy undertaking Endoscopy and Perioperative Practitioner programmes incorporating SVQs in Healthcare Support (clinical) also continues.

#### Lynn Wilson, Clinical Educator Vocational Training







#### 5.2 Practice Education

The Practice Education Facilitator (PEF) team continue to support Practice Supervisors (PS) and Practice Assessors (PA). We work with our partner further and higher education institutions to ensure all students have a quality learning experience with us. We continue to support Healthcare Support Workers from NHS Golden Jubilee to apply and undertake the Open University Pre-Registration Nurse programme.

Service Level Agreements (SLA) continue to be monitored and Practice Learning Environments (PLEs) are supported to maintain this in line with the national capacity calculator. This year we have audited new PLEs within our surgical specialties. Moving forward we will scope further potential learning experiences within the hospital, expanding learners' experiences.

The team continues to monitor and encourage completion of Student Practice Learning Environment Feedback (SPLEF) via the Quality Management of the Practice Learning Environment (QMPLE) system. This feedback is discussed with PLEs and quality improvements are fed back via the 'you said, we did' function on the QMPLE system.

Board specific opportunities for learners continue with our Meet the Director sessions, and learning experience with senior nurses for final placement students, both of which are well evaluated.

All Newly Qualified Practitioners continue to be supported to complete Flying Start NHS®, with completion rates reported to nursing management teams quarterly.

#### **Emma-Louise Kerr, Lead PEF**





### 6. Team successes



- International Nurse Recruitment presentation at NHS Academy/ Nursing and Midwifery Council Symposium M Hart and J Brown.
- 'Storytelling of the nurse experience to stay in their job as a method to build context specified measurement models to study, action plan and improve retention'.
  - J Brown (co-author) Poster presentation at International Council for Nurses, Helsinki.

If you have any comments or require further information on our report, please contact:

#### **Eleanor Lang**

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#### Jacqui Brown

Jackie.Brown@gjnh.scot.nhs.uk.
Senior Nurse Clinical Education



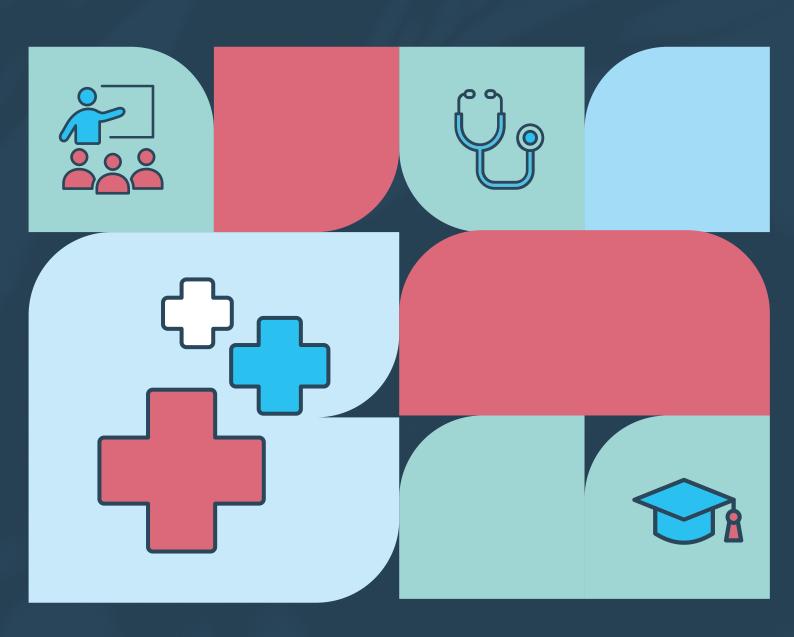












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