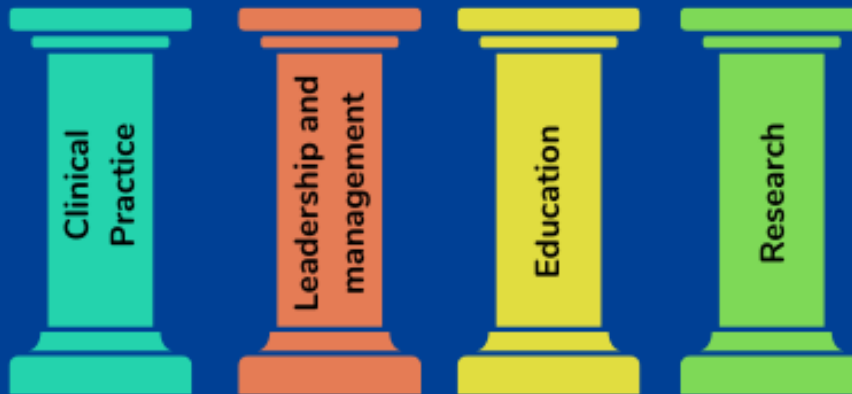




British Association of
Perinatal Medicine

Advanced Neonatal Nurse Practitioner



Advanced Neonatal Nurse Practitioner Capabilities Framework

May 2021

In collaboration with



Scottish Neonatal Nurses' Group

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Foreword

Over the past two decades advanced neonatal nurse practitioners (ANNPs) have become a highly valued and essential component of the staffing complement of most neonatal units in the UK. Since the first training programme started in Southampton in 1992, ANNPs have seized the opportunity to build on years of clinical practice and to take on new roles within neonatal units and both community and transport services. Their exact roles vary from unit to unit, but the common threads of practical skills and experience, continuity of care and empathy for families provide a solid foundation for neonatal services across the UK. As neonatal care develops, so must our staff. Employers and managers need to provide individualised opportunities for career advancement and seek to support those ANNPs who wish to take on further responsibility. We hope that this Framework will provide clarity around roles and responsibilities of ANNPs at varying levels, ensuring consistency of practice for all, and clarifying options for personal development.

I am very grateful to Jo Hodson and her wonderful team of ANNPs who have worked tirelessly to compile this BAPM Framework - our neonatal nurses and ANNPs are our most precious resource and must be nurtured no less than the babies in their care.

Helen Mactier, President, BAPM

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Introduction

The purpose of this framework is to give Advanced Neonatal Nurse Practitioners (ANNP) a career pathway; whether that is in a tertiary level neonatal intensive care unit (NICU), local neonatal unit (LNU), special care unit (SCU) or within the transport setting. This model makes clear how ANNPs can progress outside the limitations of the clinical rota by setting out a variety of career development pathways.

Before developing this framework, BAPM surveyed a number of ANNPs on their current roles [1]. The results showed substantial inconsistencies in job roles, pay banding and career development. Whilst the capabilities framework provides a resource to address many of these issues, areas such as obtaining Nursing and Midwifery Council (NMC) recognition, line management structure and standardisation of practice portfolios to evidence capabilities are ongoing projects. The framework aims to be a resource not only for ANNPs but also employers and education providers alike, to inform service development, commissioners and healthcare providers in the planning and quality assurance of neonatal services.

Neonatal services are under severe strain due to a lack of specialist staff [2]. ANNPs provide a consistent and permanent level of expertise, helping to stabilise neonatal care delivery. It is crucial therefore, that this framework is used as a resource to support and develop the skills of ANNPs. The framework will strengthen governance arrangements for ANNPs, enable succession planning for future workforce, galvanise support for rethinking ANNP workforce models, and improve management and stakeholder recognition of ANNP capabilities and potential.

The Four Pillars of Advanced Level Practice

This career framework is developed around the Four Pillars of Advanced Level Practice [3] together with Health Education England's (HEE) Multi-professional consultant-level capability and impact framework [10] that has an overarching consultancy pillar. It is designed to complement existing workforce planning documents from England, Wales,

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Scotland and Northern Ireland [4–7], the Position Statement on Advanced Level Nursing [8] and the NMC code of conduct and scope of practice [9]. Fulfilling the capabilities in the framework will allow the career of an ANNP to progress in a direction that will meet their individual needs. Whilst the framework acts as a guide for personal and professional development, it is not intended to be applied in isolation. In order to be successfully implemented the framework needs to be utilised in conjunction with an appropriate management structure and job description, quality supervision and portfolio development. It is acknowledged that HEE is currently developing the Centre for Advancing Practice (CfAP), which aims to standardise and accredit Advanced Practice within England. It is envisaged that the framework will support ANNPs to meet the criteria within the Multi-Professional Framework [4], and obtain registration on the HEE directory for Advanced Practitioners. The devolved nations have their own centres for advanced practice which too are supporting the standardising of advanced practice. However, the primary goal of this framework is to **support ANNPs throughout the UK** to develop their careers in a manner which promotes sustainability in the workforce.

Using the Framework at Different Job Levels

Job level	How to use the capabilities in the framework
Newly qualified ANNP	Will be embedding the capabilities at ANNP level across all four pillars.
ANNP	Should meet most of the capabilities at ANNP level across all four pillars and will be starting to embed the capabilities at Senior/Expert ANNP level in one or more pillars.
Senior/Expert ANNP	Should be able to meet all the capabilities at ANNP level across all four pillars and will be starting to embed the capabilities at Senior/Expert level in at least one pillar (their chosen specialism).
Consultant Nurse	Should be able to meet all the capabilities at ANNP level across all four pillars. Should be able to demonstrate all the capabilities at Senior/Expert level in at least one pillar (their chosen specialism). Should be embedding the capabilities at Consultant Nurse level in the pillar of their chosen specialism.

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The pillars were designed by NHS Education for Scotland to allow both practitioners and employers to develop in their roles and fulfil them as they progress through their careers [3]. It is anticipated that a newly qualified and junior ANNP, on completion of their Master of Science (MSc), would be paid at a Band 8a. A senior ANNP would be paid at a Band 8b and a Consultant Nurse at a Band 8c.

Each ANNP's career will progress at a different pace and their needs for professional development will vary. Having chosen to become experts in neonatology, their career trajectory will vary depending on where they feel their skills and expertise lie, whilst ensuring that they meet all of the four pillars of advanced practice. To enable ANNPs to achieve expertise within the four pillars they will require a degree of non-clinical time which would need to be decided on an individual basis between the ANNP and their employer. Appraisal and ePortfolios will need to be used to measure how an ANNP is progressing through the capabilities.

ANNPs, alongside the rest of the neonatal workforce, often work long and unsociable hours. It is therefore important that ANNPs work closely with their employers to ensure their future career trajectory matches their own well-being and meets the service needs.

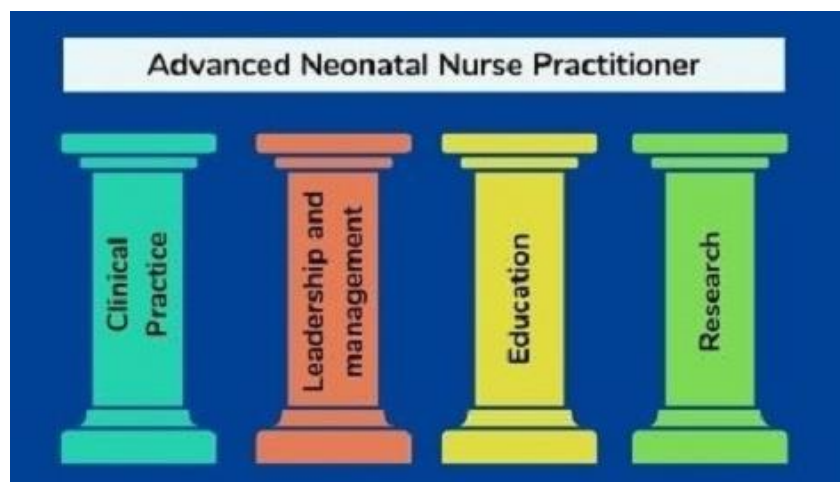


Fig 1. The basic four pillars

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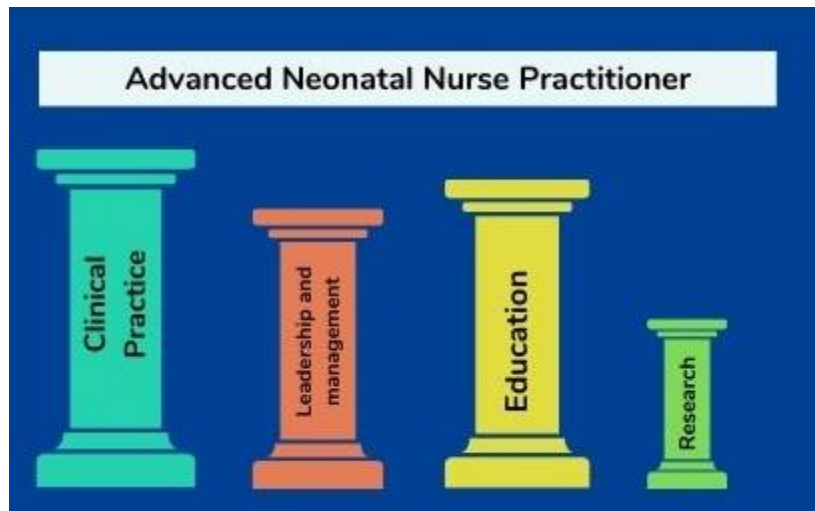


Fig 2. In reality, the pillars are not the same 'size' for every ANNP. The impact and influence of each pillar will vary between different roles and job descriptions.



Fig 3. Each pillar does not work in isolation as they are all interrelated. Therefore, the pillars should not be viewed as discrete aspects of the ANNP role but seen as four essential components which may differ in scope, application and function within the spectrum of ANNP employment.

Pillar 1 – Clinical: Clinical Care

The clinical ANNP role varies across the UK's hospital trusts and health boards, but all ANNPs should have a core level of clinical skills and knowledge. As the ANNP progresses through their career, they will be adept at providing enhanced clinical skills. ANNPs are skilled and competent practitioners, able to reflect critically on their own practice, with heightened self-awareness and ability to recognise changes with emotional intelligence and resilience within themselves.

Clinical Care
PURPOSE: Provide and promote safe and effective clinical care across the service in partnership with individuals, families, carers, and stakeholders.
CAPABILITY 1: Act autonomously within the required scope of professional practice and in accordance with local and national guidelines, taking responsibility for decisions, actions and omissions.
ANNP <ul style="list-style-type: none">• Act as a clinical role model and advocate delivering high standards of neonatal care which are responsive to the needs of service provision and service users.• Demonstrate substantial knowledge and understanding of antenatal factors and disease processes that impact upon the embryological development of all systems, in order to formulate a comprehensive holistic management plan which optimises outcomes for neonates with common conditions.• Demonstrate comprehensive knowledge of physiology and pathophysiology in a range of clinical conditions and disease processes in order to plan and manage episodes of care from birth to discharge, utilising the neonatal team and allied health professionals appropriately.• Apply comprehensive knowledge, clinical reasoning and decision-making skills to instigate, evaluate and interpret pertinent routine investigations.• Perform a comprehensive assessment and initiate appropriate pharmacological

therapies applying critical knowledge of pathophysiology, pharmacodynamics, pharmacokinetics and polypharmacy.

- Demonstrate insight and awareness of the risk and complexity associated with clinical interventions and assess their effectiveness contemporaneously in order to implement appropriate change.
- Demonstrate professional judgement and emotional intelligence in order to recognise when additional support is required and access the relevant clinical and psychosocial support for self, multidisciplinary team and service users.
- Collaborate effectively with service users and the multi-disciplinary team to continuously assess, evaluate and adapt management plans to augment care delivery and outcomes.
- Demonstrate comprehensive knowledge and understanding of local and national geographical service delivery factors which influence care pathways in order to initiate and optimise care and outcomes for service users.
- Demonstrate advanced communication skills and knowledge of ethical principles in order to participate in bereavement and palliative care decision making.
- Mentor junior medical and nursing staff in their professional development in relation to clinical care delivery.
- Demonstrate an ability to navigate data technology systems in order to access, correlate and share relevant information in accordance with local and national policies.

SENIOR/EXPERT ANNP – (in addition to the above)

- Act as a clinical role model and lead in the development and delivery of high standards of neonatal care which are responsive to the needs of service provision and service users.
- Demonstrate comprehensive knowledge of physiology and pathophysiology in an extensive range of complex clinical conditions and disease processes in order to plan and manage episodes of care from birth to discharge, co-ordinate the neonatal team and allied health professionals appropriately and liaise with

regional specialists.

- Apply comprehensive knowledge and clinical reasoning to lead diagnostic decision-making processes.
- Demonstrate expert insight and awareness of the risk and complexity associated with clinical interventions and assess their effectiveness contemporaneously in order to manage treatment appropriately.
- Demonstrate professional judgement and emotional intelligence in order to recognise and ensure the provision of appropriate clinical and psychosocial support for self, multidisciplinary team and service users.
- Collaborate effectively with service users and the multi-disciplinary team to continuously assess, evaluate and augment care pathways in response to clinical feedback and evidence-based practice.

CONSULTANT NURSE – (in addition to the above)

- The consultant level nurse would be expected to demonstrate the same clinical skills as the senior ANNP, with an expert level of clinical decision-making in situations of complexity and uncertainty and lead strategic service developments to optimise clinical outcomes.

Pillar 2 - Leadership and Management: Strategic and Facilitative Leadership

Leadership and innovation are some of the vital elements required to improve healthcare; these are traits that are visible in ANNPs. The NHS Long Term Plan [11] identifies the need to nurture the next generation of leaders, which includes ANNPs, providing them with development and support. Leadership is fundamental to the role of an advanced practitioner and ANNPs should lead the creation of a culture of compassion, inclusion and collaboration. Some ANNPs may wish to develop this specifically directing their career towards a leadership role within the healthcare organisation. Examples of leadership roles may be matron of services, clinical lead for services and head of nursing.

ANNPs will be expected to embrace and develop taking up professional responsibilities similar to those of their medical colleagues. These responsibilities could be as a committee member or member of a working party related to their speciality, duties as a member of the NMC, duties related to educational activities both within and external to their own Trust or Health Board and specialist network meetings.

Strategic and Facilitative Leadership
PURPOSE: To provide values based facilitative and strategic leadership across the care pathway. This may progress across the service and systems within a complex context.
CAPABILITY 1: To be a role model for the delivery of high quality, person centred leadership.
ANNP <ul style="list-style-type: none">● Pro-actively foster good working relationships between the ANNP team, the medical and nursing team. Ensure there is role clarity that produces high quality care.● Advocate and promote the values of the organisation and ensure service users are

the focus of care provision and development.

- Actively seek leadership roles such as producing, reviewing, implementing and updating service policies, procedures and protocols.
- Lead in addressing the needs of the patient through planning and delivering care and interventions which are based on best practice and clinical judgement.
- Participate in, and lead on, relevant local and national initiatives.
- Utilise effective prioritisation, problem solving and delegation skills to manage own and team time effectively.
- Stimulate open and transparent communication to enable appropriate advice to be given to nursing colleagues, families and other professions on best evidence/clinical practice.
- Act as an inspirational leader in the delivery of high standards of clinical care by demonstrating change management leadership skills.

SENIOR/EXPERT ANNP – (in addition to the above)

- Provide senior leadership, which represents the speciality within the wider organisation and at a national level.
- Provide expert clinical and professional nursing advice relating to neonatology to the Head of Nursing and Midwifery, and the Clinical Lead.
- Provide coaching, support and supervision to the Senior Nurse team, ANNPs and the doctor in training.

CONSULTANT NURSE – (in addition to the above)

- Use emotional intelligence and self-awareness to provide effective, influential and innovative leadership with both internal and external stakeholders.
- Represent the speciality at local and national level and be able to advocate the priorities of need for the wider team and service users.
- Provide consultancy across professional and service boundaries which will enhance services and reduce unwarranted variation.

CAPABILITY 2: Facilitates a culture on the neonatal unit and networks to develop collective leadership that is person centred, safe and effective.

ANNP

- Act as a supervisor and/or assessor to trainee medical staff, nurses, midwives and medical students.
- Support peer review processes within the wider multi-disciplinary team.
- Exhibit proficient communication skills which facilitate learning.
- Empower service users to participate in decision making through the provision of health education and optimise health promotion opportunities.
- Ensure the communication between all the multi-disciplinary teams excels.
- Evaluate own practice through reflection, 1:1 meetings with managers and at appraisals. Using this knowledge, participate in service development, quality, function and effectiveness.

SENIOR/EXPERT ANNP – (in addition to the above)

- Facilitate and sustain a range of educational strategies to develop a safe and effective workforce.
- Assist in the provision of education policies and development programmes to meet the needs of neonatal services.

CONSULTANT NURSE – (in addition to the above)

- Demonstrate leadership of the ANNP team by building resilience, determination and confidence in complex situations.
- Lead the implementation of peer review and workforce development to maintain professional standards, enable career progression and succession planning.
- Lead on the investigation of complaints, legal cases and governance which includes incident reporting on the neonatal unit.
- Support ANNP colleagues to develop a career structure regarding when and how

they move through the capability framework.

CAPABILITY 3: Lead strategically on transformational changes whilst delivering person centred, compassionate safe and effective care.

ANNP

- Provide effective, influential and innovative leadership to the Senior Nurse and Medical Team, ensuring there is clear direction and decision-making regarding strategic development, service improvements and efficient utilisation of resources.
- Lead on the development of robust and effective care pathways that enhance the clinical care and experience of neonates and their families, and where possible reduce length of stay, such as Family Integrated Care and the UNICEF Baby Friendly Initiative.
- Have an awareness of data that are collected and be involved in benchmarking as well as the writing and implementation of action plans e.g. National Neonatal Audit Programme (NNAP), BadgerNet, Vermont Oxford Network (VON).
- Contribute towards the development and implementation of standards, policies and clinical guidelines and documentation processes, as part of a robust governance system.
- In response to feedback from staff, parents and neonatal audits, assist with service redesign.

SENIOR/EXPERT ANNP – (in addition to the above)

- Demonstrate knowledge of public policies and participate in professional activities that relate to the advancement of neonatal nursing practice.
- Facilitate others to critically analyse, interpret and apply contemporary evidence to practice.
- In collaboration with the multi-disciplinary team, initiate and lead quality improvement projects.

- Demonstrate the ability to influence services outside of the neonatal unit.

CONSULTANT NURSE – (in addition to the above)

- Ensure and provide assurance to Board of Directors that the neonatal unit has robust clinical and operational policies which are developed and implemented to support service improvements.
- Contribute verbal and written feedback on local/national consultation documents as required.
- Chair and/or present at strategic meetings.
- Lead on service change, redesign and the implementation of any changes in response to the changing needs of the population and developments in the services we are able to provide.
- Demonstrate knowledge of public policies and participate in professional activities that relate to the advancement of neonatal nursing practice across professional and organisational boundaries.
- Advocate and facilitate a culture which values and develops individuals and teams and promotes excellence.
- Collaborate with the regional Operational Delivery Networks (ODN)/Managed Clinical Networks (MCNs) and national neonatal clinical reference group to establish standards for benchmarking neonatal critical care against international measures e.g. VON.

Pillar 3 – Education: Developing self and others

The following section outlines the career development of an ANNP as an educator. There is recognised variation of ANNP roles in relation to teaching components [12], however all ANNPs commit to education, using their advanced skills and knowledge to support multi-disciplinary professionals within the clinical environment. In addition, they provide formal teaching, both internal and external to their workplace, e.g. within Higher Education Institutions, as part of national education programmes and at national conferences.

An ANNP may wish to develop their educational careers, thus increasing the prominence of the educational pillar within their role and capabilities. ANNPs who pursue an education career pathway should achieve a recognised teaching award, e.g. Postgraduate Certificate in Education (PGCE)/Master of Arts (MA) in education and be registered as a teacher with the NMC.

Developing Self and Others
PURPOSE: Advocate and contribute towards a positive learning culture which enables individuals and teams to continuously develop and improve patient care.
CAPABILITY 1: Critically evaluate and address own learning needs.
ANNP <ul style="list-style-type: none">● Actively seek peer review of own practice, through appraisals and practice related feedback.● Implement appropriate evaluation tools and utilise feedback from teaching opportunities for self-development.● Promote and participate in work based training and educational opportunities.● Critically reflect upon self-directed learning to develop skills and knowledge.● Acknowledge limitations and formulate a Continuous Professional Development Plan to address ongoing learning needs across the four pillars of advanced clinical

practice.

SENIOR/EXPERT ANNP – (in addition to the above)

- Actively seek opportunities to extend own knowledge and skills in order to augment service delivery.

CONSULTANT NURSE – (in addition to the above)

- Demonstrate emotional intelligence on how their own values and principles influence and impact beyond the neonatal unit to service developments and higher education.

CAPABILITY 2: Critically appraise the development needs of others and implement a learning approach which is reflective of individual and/or professional capacity.

ANNP

- Demonstrate knowledge of teaching and learning theories in relation to adult learning, change theory, coaching and role modelling.
- Work in collaboration with other members of the multidisciplinary team to identify, support and deliver shared, work-based learning.
- Act as a supervisor and/or assessor to trainee medical staff, nurse and midwife students
- Support peer review processes within the wider multi-disciplinary team.
- Exhibit proficient communication skills which facilitate learning.
- Empower service users to participate in decision making through the provision of health education and optimise health promotion opportunities.

SENIOR/EXPERT ANNP – (in addition to the above)

- Facilitate and sustain a range of educational strategies to develop a safe and effective workforce.

- Participate in the development and delivery of education policies and programmes to meet the needs of neonatal services.

CONSULTANT NURSE – (in addition to the above)

- Lead the implementation of peer review and workforce development to maintain professional standards, enable career progression, and succession planning.
- Participate in system wide learning and development programmes which impact upon patient safety, staff well-being and satisfaction.
- Identify and implement a broad range of approaches which enable transformation of education curricula, to develop workforce capacity and capability that meets the future needs of the neonatal service.
- Collaborate with members of other multi-disciplinary care groups to identify and support work across Service Lines which supports improvement in the quality and efficiency of care being delivered.

CAPABILITY 3: Facilitate and support a learning environment which embraces quality improvement and an evidence-based approach to all aspects of service delivery.

ANNP

- Critically analyse, interpret and synthesise a range of contemporary data and apply learning to practice.
- Contribute towards the development and implementation of standards, policies and clinical guidelines and documentation processes, as part of a robust governance system.
- Participate in the delivery of national educational programmes which develop and improve clinical capability and improve patient outcomes.

SENIOR/EXPERT ANNP – (in addition to the above)

- Facilitate others to critically analyse, interpret and apply contemporary evidence to practice.
- In collaboration with the multi-disciplinary team, initiate and lead quality improvement projects.

CONSULTANT NURSE – (in addition to the above)

- Strategically lead the review of education and training processes, evaluating their impact on service users, staff and services.
- Collaborate with a diverse range of education providers to ensure that curricula are contemporary, reflect professional practice and meet current and future workforce demands.
- Advocate and facilitate a culture which values and develops individuals and teams and promotes excellence.
- Collaborate with regional and national working parties to establish standards that benchmark neonatal critical care against international measures.

CAPABILITY 4: Promote and contribute to the development of advanced neonatal nurse practice.

ANNP

- Demonstrate comprehensive knowledge of policies and professional developments which influence and impact upon advanced practice.
- Promote the role of the ANNP both locally and nationally, through dissemination of work at conferences and within professional journals.
- Support the development and progression of advanced clinical practice within the workplace and organisation.
- Provide professional support and clinical supervision of peers as required.

SENIOR/EXPERT ANNP – (in addition to the above)

- Facilitate the ongoing educational development and progression of advanced practice, alongside national drivers and policies.

CONSULTANT NURSE – (in addition to the above)

- Lead on the implementation and development of national and local strategies for the development of neonatal service delivery.
- Take responsibility for implementing robust systems to improve and develop the service consistent with local, regional and national standards of care.

Pillar 4 – Research: Improving Quality and Developing Practice

Healthcare should have an embedded culture which acknowledges that research and the application of generated evidence must be employed to inform best practice and improve outcomes for families. The academic paediatric workforce [13] and ANNPs have an important role to play in contributing to research activity in addition to local, national and international audit.

ANNPs should endeavour to develop their knowledge of research methods in order to help to implement research findings and evaluate service outcomes and patient experiences rigorously and reliably. The tenets of good research practice set by the Medical Research Council (MRC) [14] and the UK Policy Framework for Health and Social Care Science [15] should be employed.

ANNPs have opportunities to engage with various maternity/neonatal research consortia and may work towards doctoral and post-doctoral study. They may choose to pursue a clinical academic research career which combines clinical practice and research. Such engagement between practitioners and researchers within academic institutions may be supported through a number of different initiatives and funding models.

Improving Quality and Developing Practice
PURPOSE: To advocate and contribute towards implementing evidence into practice and facilitating continuous quality improvement of local, regional, national and outcomes.
Capability 1: Engagement with local, regional, national and international neonatal audit programmes to support critical evaluation of evidence concerning neonatal care delivery and outcomes.
ANNP <ul style="list-style-type: none">• Lead on audit programmes in order to support critical evaluation of local quality standards against the quality standards of units within the wider neonatal

community.

- Demonstrate the ability to use information systems to support/perform local clinical audits.
- Conduct, evaluate and disseminate findings of clinical audits to the local team.

SENIOR/EXPERT ANNP - (in addition to the above)

- Utilise information gathered from local, regional, national and international audits to identify local practice gaps and critically evaluate evidence from the literature to seek practice improvements.

CONSULTANT NURSE - (in addition to the above)

- Participate in local, regional and national audit/research steering group.

Capability 2: Engagement with key local, regional, national and international research consortia and relevant studies to support critical evaluation of evidence concerning neonatal care delivery and outcomes.

ANNP

- Maintain up to date knowledge of key national and international perinatal research consortia and relevant studies.
- Critically appraise and synthesise the outcomes of relevant research, evaluations and audit, using the results to underpin improvement to practice.
- Support research conducted within local unit.
- Disseminate knowledge to local team.

SENIOR/EXPERT ANNP - (in addition to the above)

- Critically engage in research activity adhering to good research practice guidance.
- Engage in research conducted within local unit.

- Disseminate best practice research findings through appropriate media.
- Use evidence-base to support/lead local quality improvement projects.

CONSULTANT NURSE - (in addition to the above)

- Facilitate collaborative links between clinical practice and research through proactive engagement and networking with academic, clinical and other active researchers.
- Develop research solutions for complex professional, clinical, or managerial problems.
- Alert appropriate individuals and/or organisations to gaps in evidence and/or practice knowledge and, as either a principal investigator, or in collaboration with others, support and conduct research that is likely to enhance practice.
- Present at conferences.
- Write for publication.

Capability 3: Engagement with local systems, processes, quality improvement collaborations and key internal and external change drivers to facilitate service evaluation and continuous practice development.

ANNP

- Ensure contemporary knowledge of key local, regional, national and international change drivers and how their influence impacts neonatal quality improvement.
- Enhance understanding of change management theory by team meetings and teaching.
- Enhance understanding of quality improvement theory by evidence information sharing with the wider team.
- Engage with local, regional and national neonatal quality improvement collaborations and apply knowledge of quality improvement and change management theory to support continuous quality improvements to practice.
- Disseminate knowledge to colleagues through meetings/ formal teaching and

shared forums.

SENIOR/EXPERT ANNP - (in addition to the above)

- Participate in the development or review of local, regional and national clinical guidelines and practice frameworks utilising evidence to guide and inform practice changes.
- Support/lead quality improvement initiatives.

CONSULTANT NURSE - (in addition to the above)

- Engage with perinatal/neonatal network.
- Engage with key national change drivers.
- Use systems and processes and political acumen to implement evidence into practice in order to develop/improve regional and national policy/protocol and clinical guidelines.
- Provide evidence of publications/book contributions.
- Present examples of improvement journeys and good practice at conferences.

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