



## 'There were significant challenges involved, not least the change in working practices for existing staff'

**Victoria Thorne**

North Manchester Community Services lead nurse

How we redesigned end of life care provision

[rcni.com/palliative-hub](http://rcni.com/palliative-hub)

## Working long shifts

Nurses working 12-hour shift patterns are more likely to take sick leave, research shows. University of Southampton research considers whether longer shifts are cost-effective. [rcni.com/sick-leave-shifts](http://rcni.com/sick-leave-shifts)

Most nurses are on band 5. Other staff on this band include catering and administrative managers. Typically, nurse specialists or team leaders are band 6, nurses with advanced skills are band 7, and nurse consultants are band 8.

Job evaluation is key to AfC, enabling posts to be matched to national profiles to determine the correct pay band. Profiles work on the basis that many posts in the NHS are standard, with common features, thereby avoiding the need to evaluate each job individually.

### Pace of change

But while the language may have been updated, profiles have not kept pace, argues Mr Travis. 'Nursing has changed since AfC was introduced,' he says. 'It's become more complex.'

He also cites what he calls 'job creep': lower-banded staff taking on extra duties and responsibilities, often due to work pressures and staffing shortages, without their pay band being increased accordingly.

As an RCN steward and safety rep at Liverpool's Alder Hey Children's NHS Foundation Trust, Mr Travis says the organisation is starting to lodge banding reviews for some nurses. 'We're not changing job descriptions, we're re-evaluating them properly,' he says.

Urging delegates to vote for the resolution, Mr Travis says: 'It's a form of passive resistance to tackle pay restraint. We're looking for a good revolution.'

**Lynne Pearce** is a freelance health journalist

RCN congress 2017 will be held at the Liverpool Arena and Convention Centre from 13-17 May

### 60-SECOND INTERVIEW

## 'Don't refuse any opportunity'

Be prepared to take a risk when the unexpected comes your way, says principal lecturer in nursing **Linda Kenward**

Linda Kenward qualified as a nurse in the Royal Air Force in 1981. She spent her early career working in theatres/recovery before moving into school nursing and then education in 2005 as a practice education facilitator. Her first academic role was programme lead for mentorship at the Open University, and she is currently principal lecturer in nursing at the University of Cumbria. Linda is also a qualified counsellor.

### What are your main work responsibilities?

I line-manage a team of nursing lecturers, supporting them to deliver a quality pre-registration programme across all four fields of nursing.

### How did you get your job?

I moved from the south of England for a 'quiet life', taking a lecturer's post. Within a few months, I was offered a senior lecturer's role and then asked to apply for the principal lecturer post.

### Who are your clients/patients?

The student population on our pre-registration programme. Also, as a trained counsellor, I see clients who have had traumatic

and life-changing hospital experiences.

### What do you love about your job?

The people. I love finding out about their experiences and perceptions, and what makes them tick.

### What do you find most difficult?

I am severely dyslexic; as an academic this is challenging.

### What is your top priority?

Ensuring I interact with everyone I meet in a way that values their humanity and uniqueness.

### What has been your most formative career experience?

Being a patient myself. It was a real eye-opener.

### What is the best lesson nursing has taught you?

There is no such thing as a boring person. Everyone has an interesting story to tell, but they need someone to listen.

### What career advice would you give your younger self?

Plan your career but also take risks. Don't refuse any opportunity, no matter how inconvenient or unexpected it may be.

