

Exploring the landscape of District Nursing in 2024/25

NHS Benchmarking Network &
The Queen's Institute of Community Nursing

17th October 2025



Housekeeping



Mute

- You will have joined the session on mute and off camera. If you want to speak at any point please raise your hand and we can enable your camera and mic.



Interact

- We encourage you to interact in the chat, ask questions to our speakers or to other attendees – please introduce yourself!



Recording

- We will be recording and transcribing this session and the recording will be available on the NHSBN Members' Area after the event.



Timings

- There will be a break halfway through the session and we aim to close by 16:00.

Agenda

	Item	Speaker(s)	Timings
1.	Introduction	Rosie Alexander - Senior Project Manager, NHSBN	13:00-13:05
2.	Welcome from NHSBN Welcome from the QICN	Lawrie Campbell - Chief Executive, NHSBN Steph Lawrence - Chief Executive, QICN	13:05-13:10
3.	QICN; Landscape of district nursing	Steph Lawrence - Chief Executive, QICN	13:10-13:25
4.	Nuffield Trust; developing a blueprint for a successful workforce strategy	Thea Stein - Chief Executive, Nuffield Trust	13:25-13:45
5.	Sticky floors and trap doors: forced demotion in nursing	Professor Alison Leary - Senior Consultant – WHO, Chair of Healthcare & Workforce Modelling – LSBU, Deputy President – RCN.	13:45-14:15
6.	District Nursing lived experience and career paths	Karis Macaulay & Francesca Williams District Nurses, Manchester University NHS FT	14:15-14:30
Break			14:30-14:40
7.	NHSB; 2025 district nursing benchmarking findings	Rosie Alexander - Senior Project Manager, NHSBN	14:40-15:15
8.	CNEN – what's happening on the ground	Gabbie Parham - Senior Matron for Community Nursing, Oxford Health NHS FT, Vice-Chair of CNEN	15:15-15:30
9.	Q&A Panel	Steph Lawrence, Thea Stein, Prof. Alison Leary, Gabbie Parham Facilitated by Rosie Alexander	15:30-15:50
10.	Closing remarks	Lawrie Campbell - Chief Executive, NHSBN Steph Lawrence - Chief Executive, QICN	15:50-16:00

Welcome from NHS Benchmarking Network and The Queen's Institute of Community Nursing

Lawrie Campbell, Chief Executive, NHSBN

Steph Lawrence, Chief Executive, QICN



NHS Benchmarking Network



We are a **UK-wide, impartial, member-led** community of health and social care organisations.

We believe in the importance of **harnessing the power of data** to drive meaningful change.

To find out more about the Network and membership opportunities, please visit our website or get in touch:



nhsbn.members@nhs.net



[nhs-benchmarking](#)

www.nhsbenchmarking.nhs.uk



Steph Lawrence MBE Chief Executive



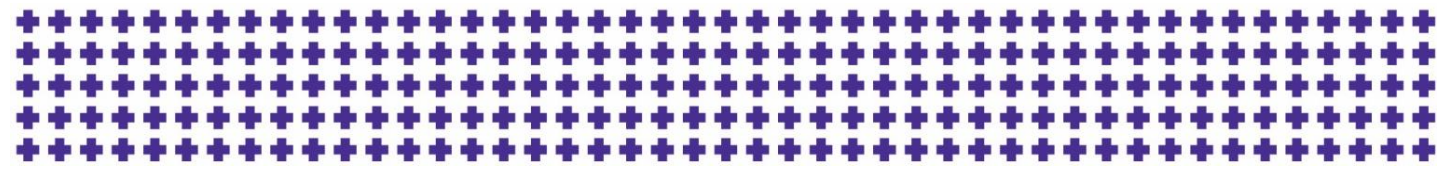
Qicn

Steph Lawrence MBE
Chief Executive
Landscape of District Nursing



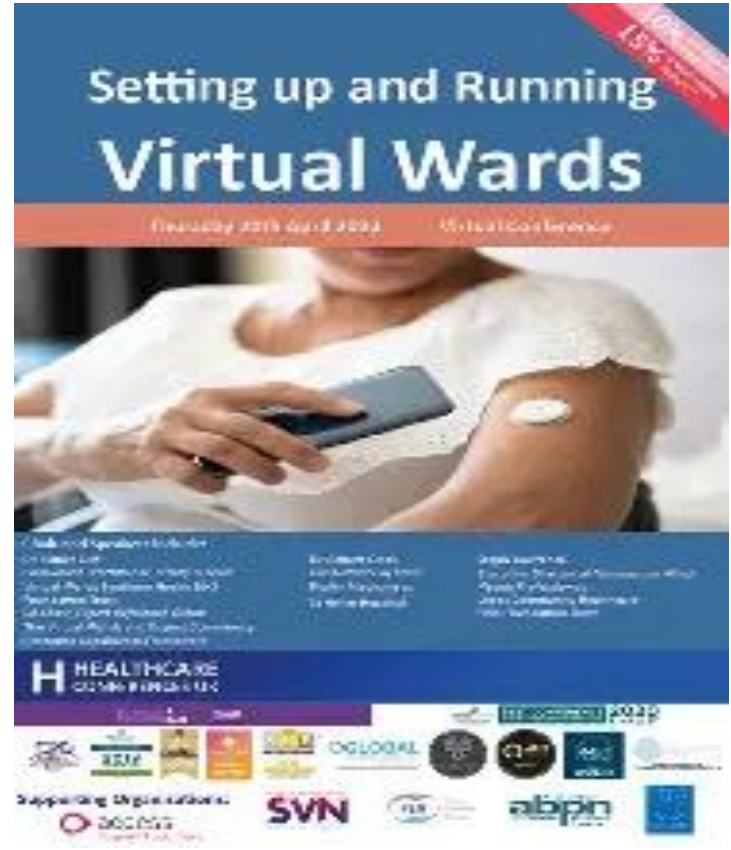
17/10/2025

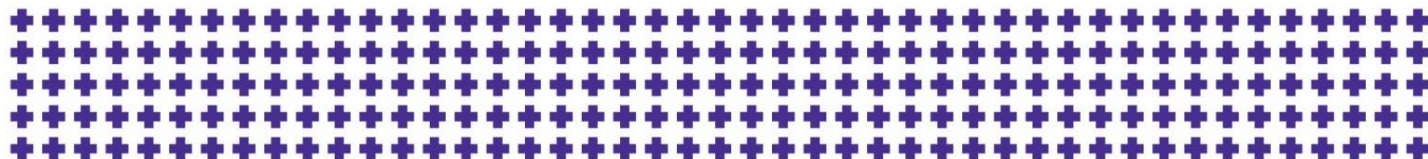




Landscape of District Nursing







District Nursing lived experience and career paths

Karis Macaulay & Francesca Williams, District Nurses, Manchester University NHS FT



District Nurse Apprenticeship Cohort 2021- 2022

Karis Macaulay



Projects & Opportunities



- Empowerment Project
- Gambling Related Harms
- Westminster – Next steps for UK gambling regulation
- Combined Teaching & training with GMCA
- Development of standard operating procedure to safeguard staff and patients

Subject: Thank you and well done!!

Many, many thanks for stepping up and participating in the Institute for Apprenticeships and Technical Education's visit to the University yesterday. The board members and our Vice Chancellor and senior colleagues were extremely impressed with your projects and the way you presented them, in fact they didn't stop talking about them and referred back to them all day.

They really showed the wide range and impact of your work and I am sure that much of this will have a lasting impact.

Please keep in touch and tell us how you get on,

With very best wishes

Liz

Liz Gorb | Director of Apprenticeships | Apprenticeships Unit | Manchester Metropolitan University

MANCHESTER
UNIVERSITY
NURSING



Menu ☰

LONG-TERM CONDITIONS

Sublingual apomorphine therapy as an alternative to complex continuous infusion pumps in advanced Parkinson's disease treatment: a district nurse-led intervention

02 July 2022 | LONG-TERM CONDITIONS | Karis Macaulay

The District Nursing Degree Apprenticeship has been a great experience. It has enabled me to understand the wider picture, to look outside of district nursing, and to identify problems outside of my normal perspective.

Karis Macaulay

District Nursing Degree Apprentice,
Manchester University NHS Foundation Trust



Community Nursing Specialist (District Nursing)

A level 7 PGDip apprenticeship for nurses seeking to qualify in the field of district nursing.

Academic Recognition & Continuing Professional development

Publication of journal article

Opportunities to return to MMU and speak with different cohorts

Featured on university website & trust

Interviewed at Apprenticeships: NHS leadership for Change

Presenting to the Institute for Apprenticeships and Technical Education



How can the Professional Nurse Advocate Role Support District Nurses?
British Journal of Community Nursing

Dear Miss Karis Macaulay,

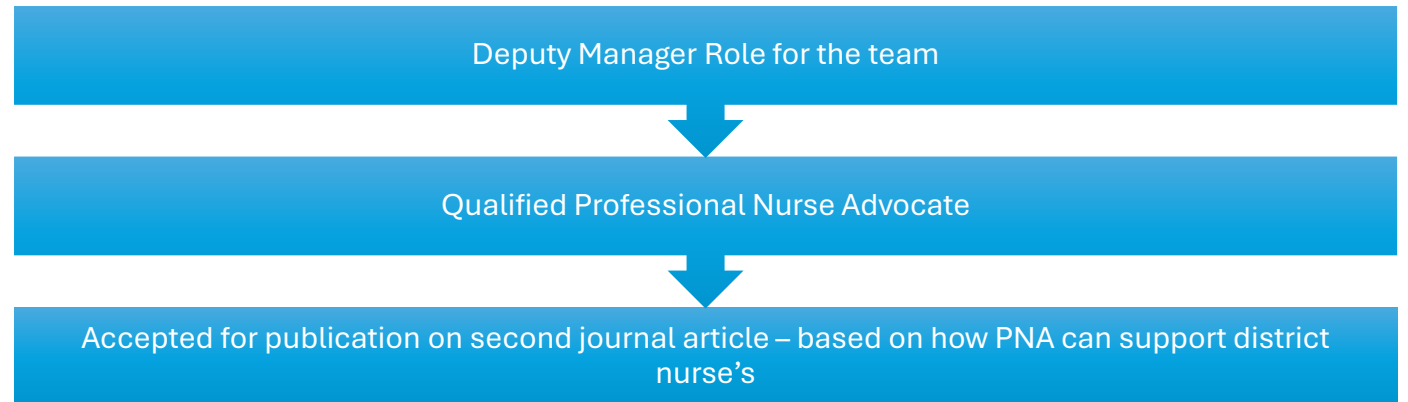
I am pleased to tell you that your work has now been accepted for publication in British Journal of Community Nursing.

It was accepted on 20 Jul 2025

The next step is for the article to be copy-edited. In due course, you will receive another email from us asking you to check a proof copy of the edited article.

Thank you for submitting your work to this journal.

Career progression & continued development



Final Reflections

Karis Macaulay
District Nurse
Karis.macaulay@mft.nhs.uk



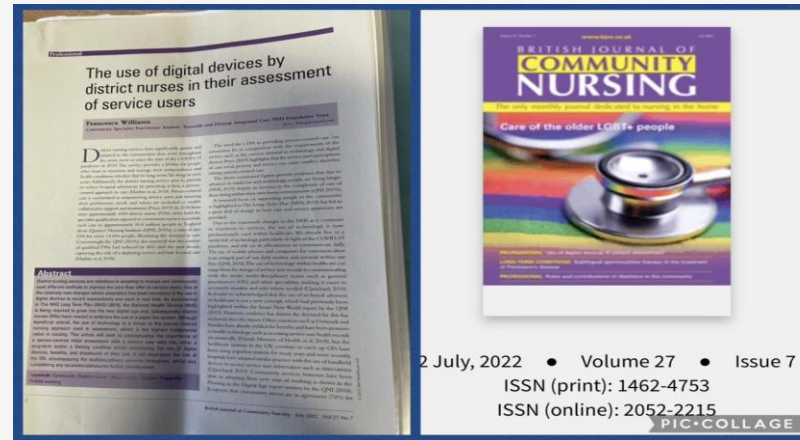


Francesca Williams
Non- Medical Prescriber for
Turning Point, (Proud Queens
Nurse and District Nurse.

Exploring the Landscape of
district nursing:

My Apprenticeship
experience.

Awards and recognition



Publication in the British Journal of
Community Nursing



Homeless
Project



Queens Nurse
2024



National District
Nursing Conference
November 2024



Change of job
and role



Let's be the voice of a community that always strives to make a change (big or small).

Never underestimate the difference that you make!

Time for a break!



Welcome back!



NHSBN District Nursing

Project Findings 2024/25

17th October 2025

Rosie Alexander

Senior Project Manager

r.alexander5@nhs.net



Benchmarking Network



Project context



History

- The NHS Benchmarking Network has benchmarked district nursing services for over 20 years
- 2025 is the third year in which district nursing has been benchmarked as a standalone service



The project

- Service level comparison
- The data shown is for the 1st April 2024 to 31st March 2025 period
- A staff survey was introduced this year
- Bespoke reports were issued in September



Participation

- 65 submissions were received from 41 organisations across England, Scotland and Wales
- 78% of organisations submitted to both 2024 and 2025 projects
- 825 responses were received for the staff survey



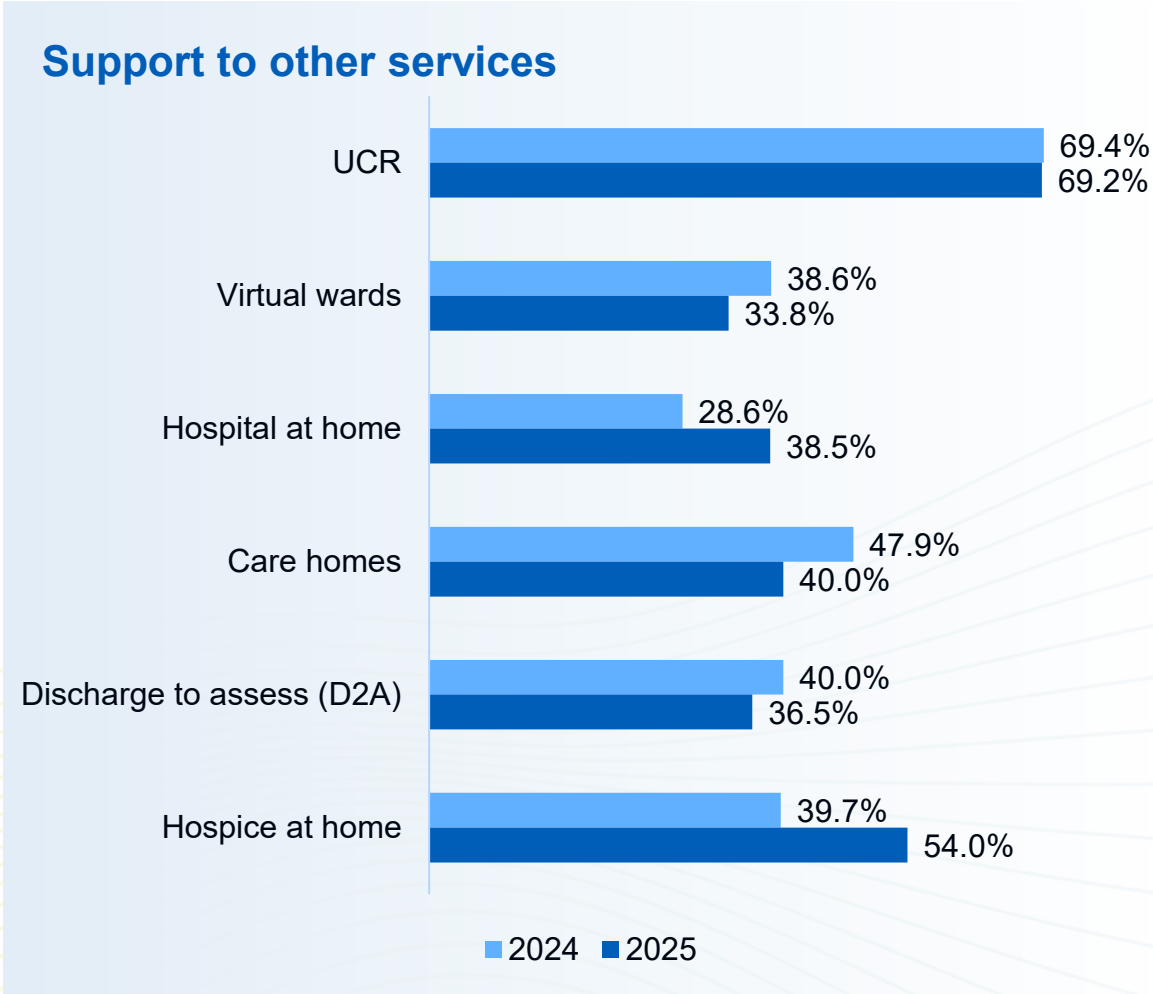
The sample

The data shown represents:

- 2,298,077 referrals received in 2024/25
- 240,074 total service users on the caseload at 31st March 2025
- 16,870,983 contacts were delivered by staff working in DN services

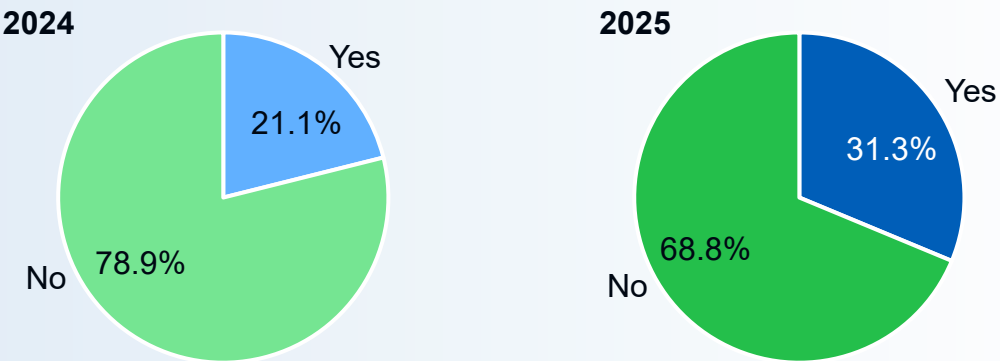


Demand – variation in workload



Demand – waiting lists

Proportion of services that have a waiting list (%)

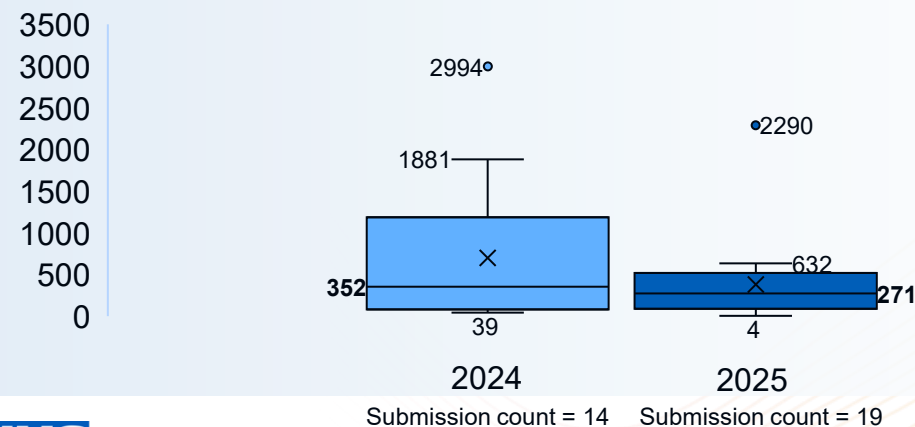


↑ A greater proportion of services reported that they had a waiting list in 2025

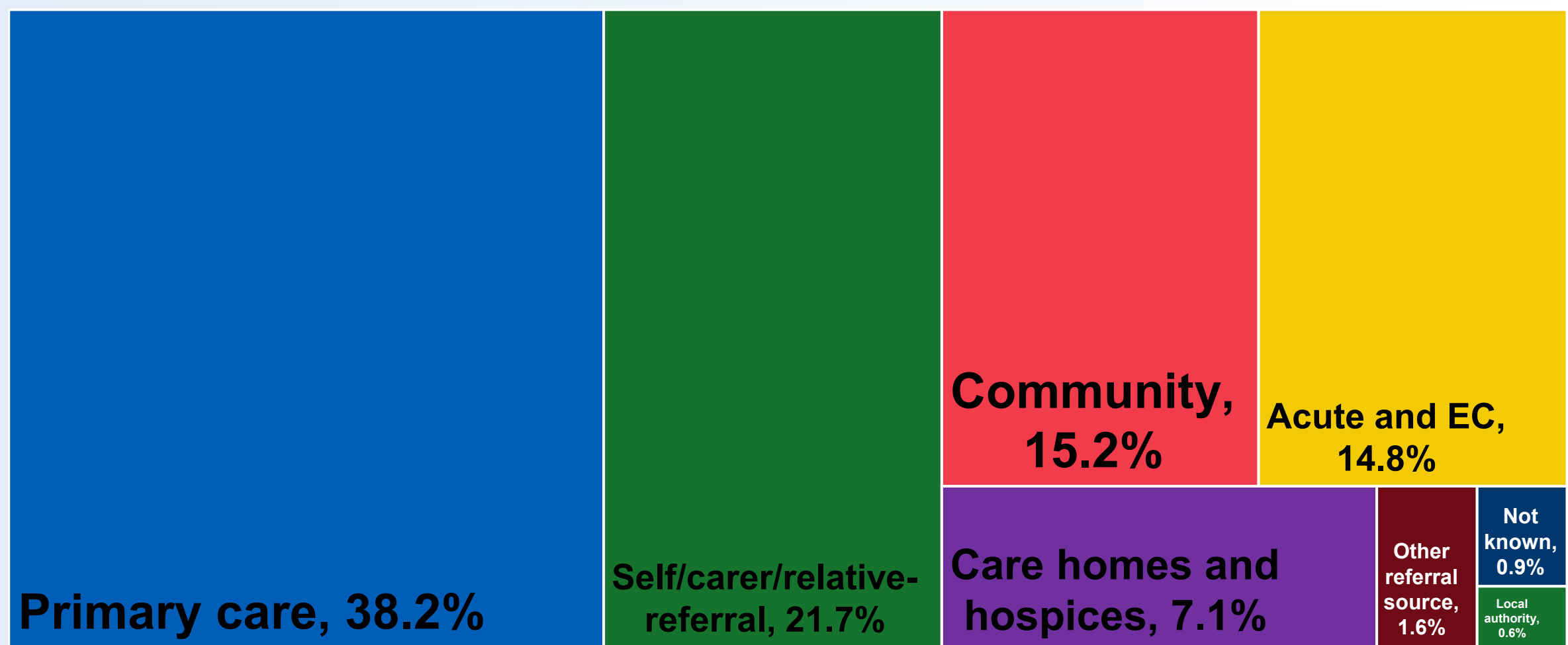
↓ The median number of service users on a waiting list has decreased in 2025

▒ The 2025 data shows less variation, meaning waiting list numbers are more consistent across services

Service users on the waiting list at 31/03/2025



Demand - where are referrals coming from?



Demand - referrals received

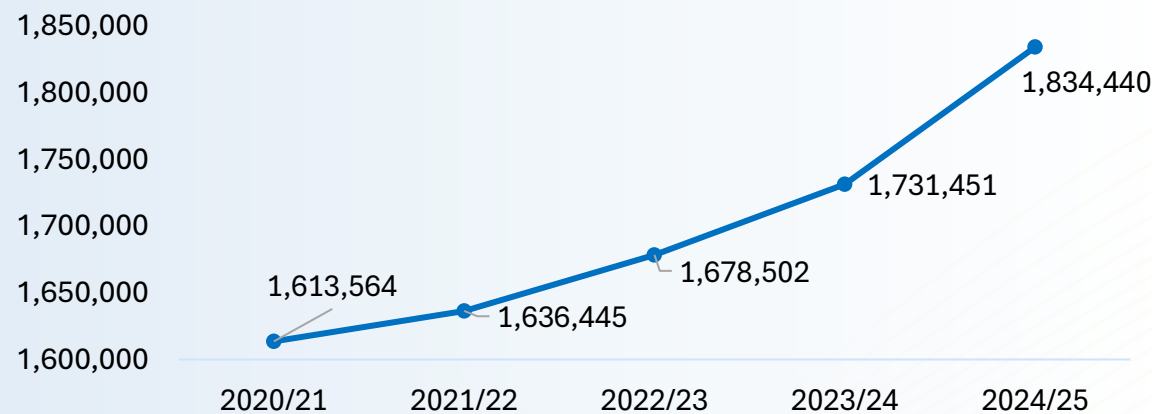
Referrals received over time (no benchmark)

N = 55

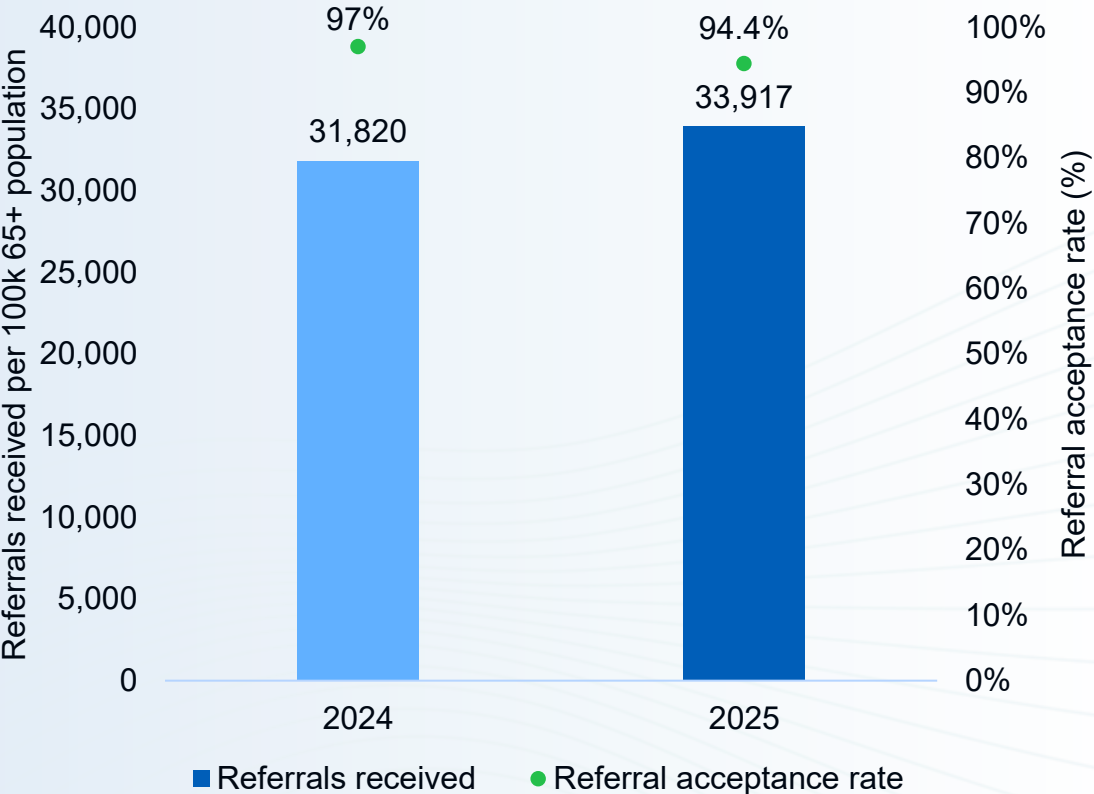
Median



Total



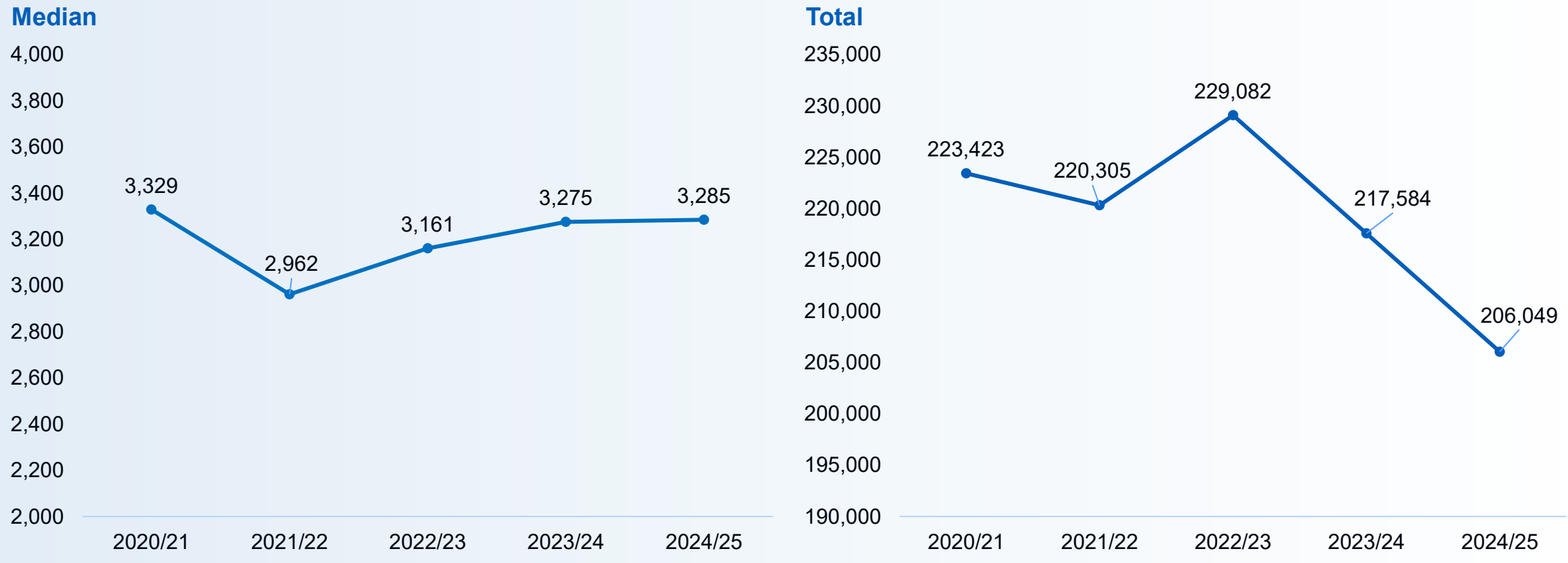
Referrals received per 100k 65+ population and referral acceptance rate (%)



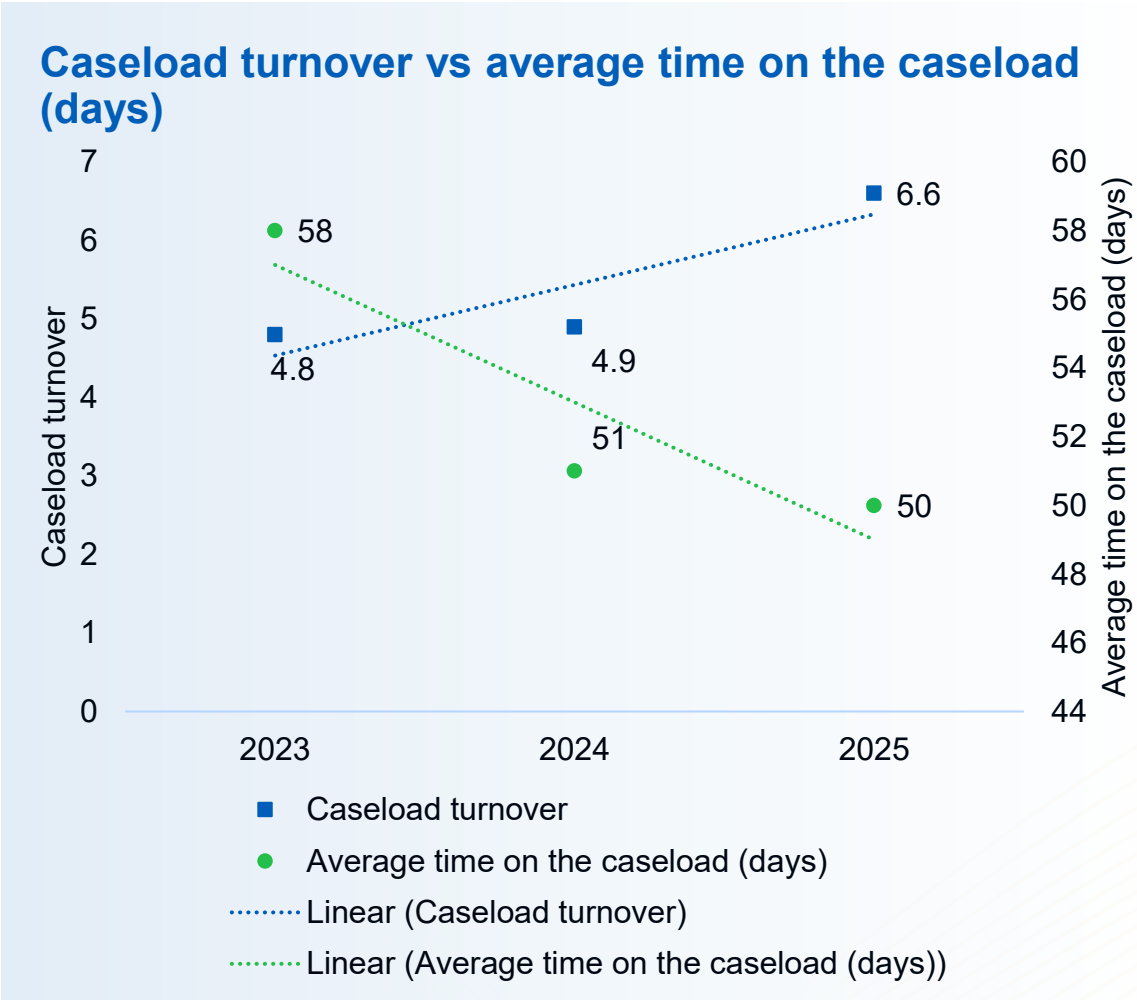
Demand - caseload


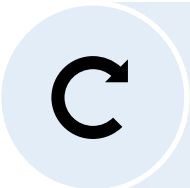
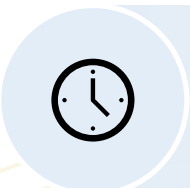

N = 51

Service users on the caseload over time (no benchmark)



What activity is being delivered with the current workforce?

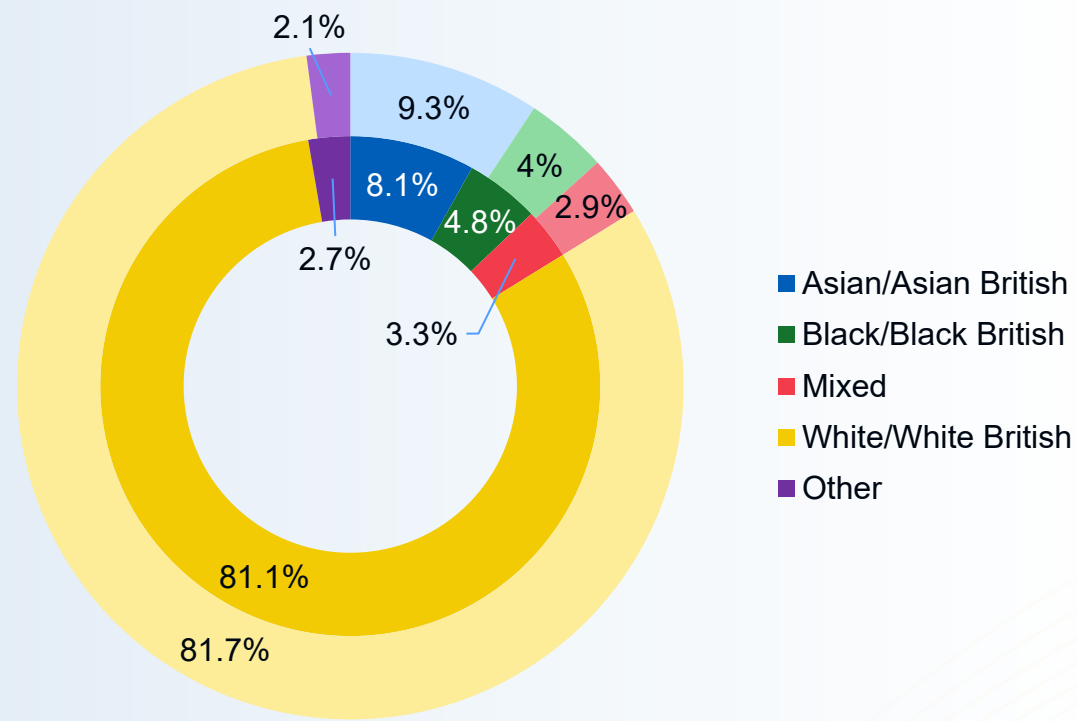


-  **Caseload at end of year has decreased over past few years**
-  **Caseload turnover has increased year on year since 2023**
-  **The average time patients are spending on caseloads has decreased year on year**
-  **Have you taken any specific actions around caseload management in your service?**



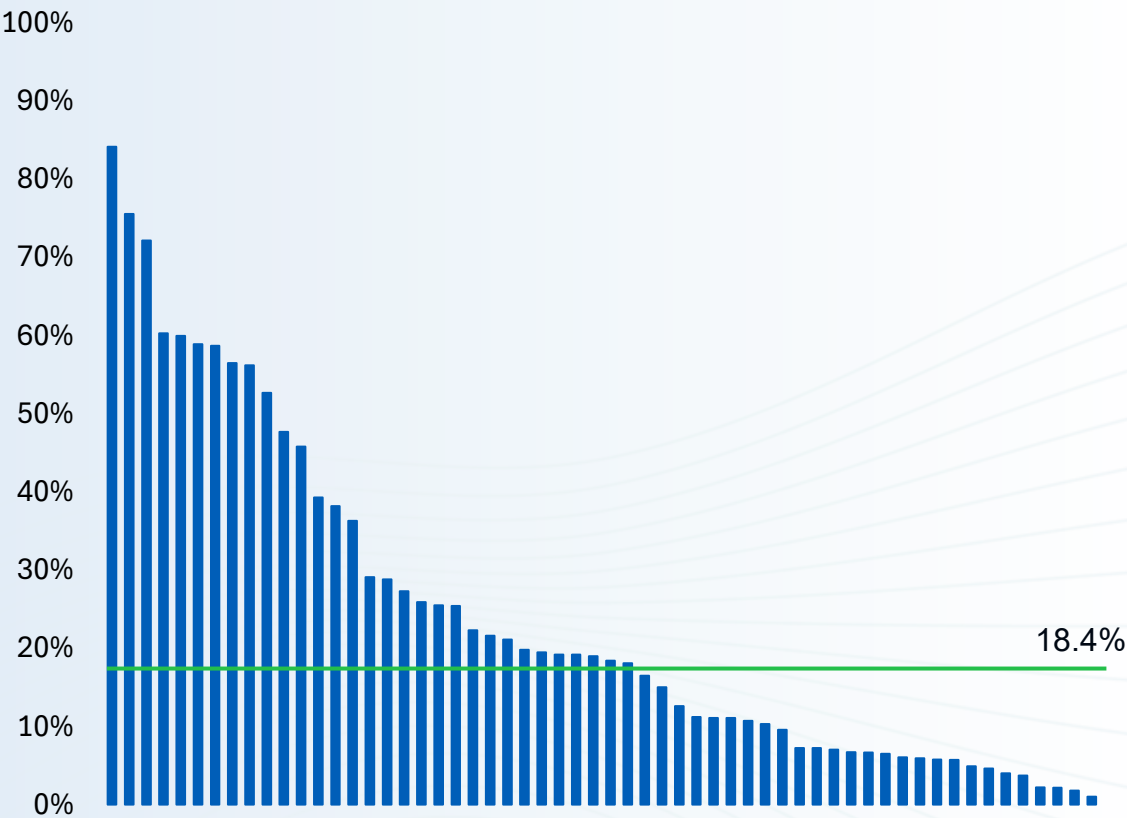
Demand - caseload

Caseload ethnicity (excluding not known)

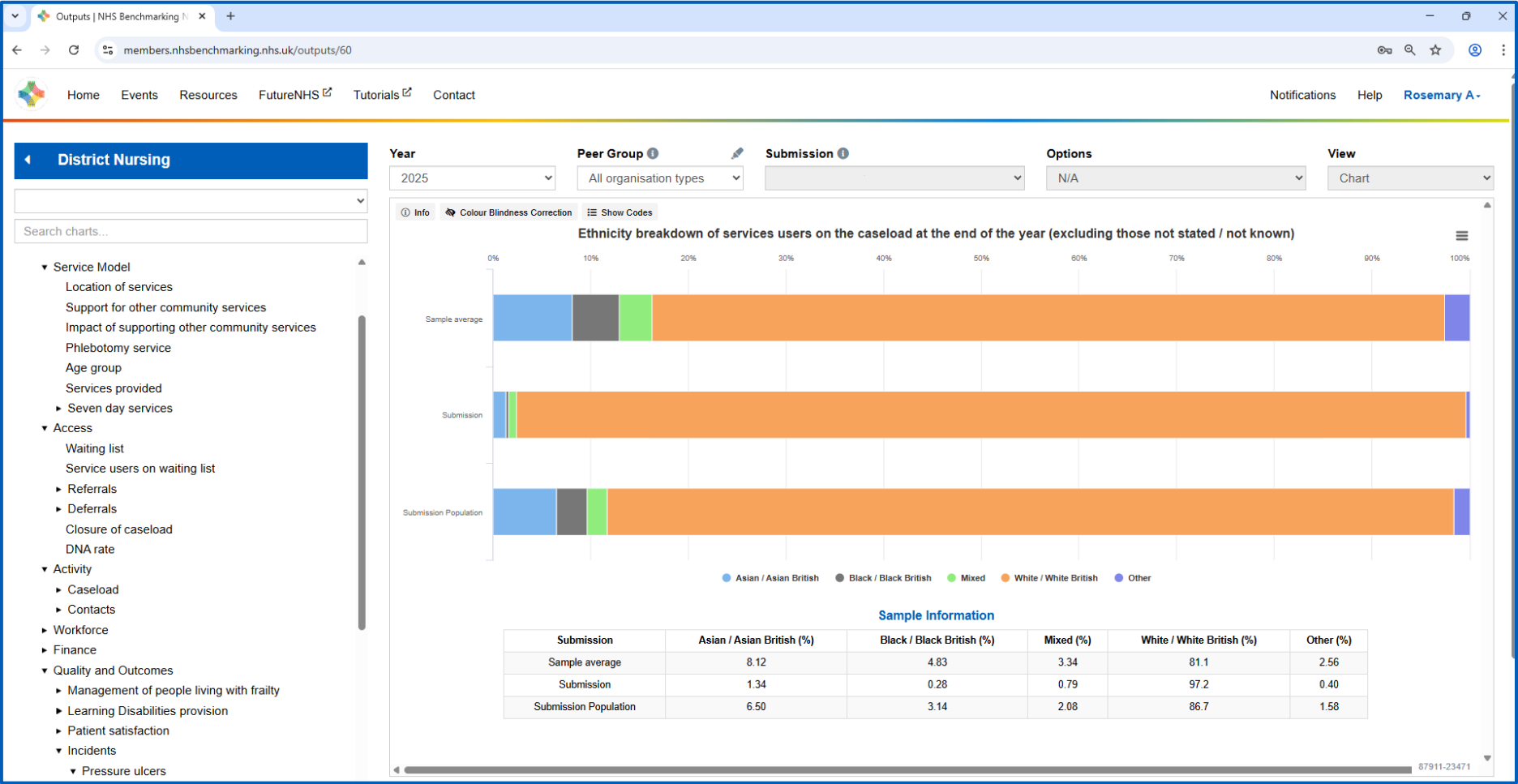


Outer ring = National ethnicity
Inner ring = Sample ethnicity

Percentage of caseload ethnicity reported as “not stated/known” (%)



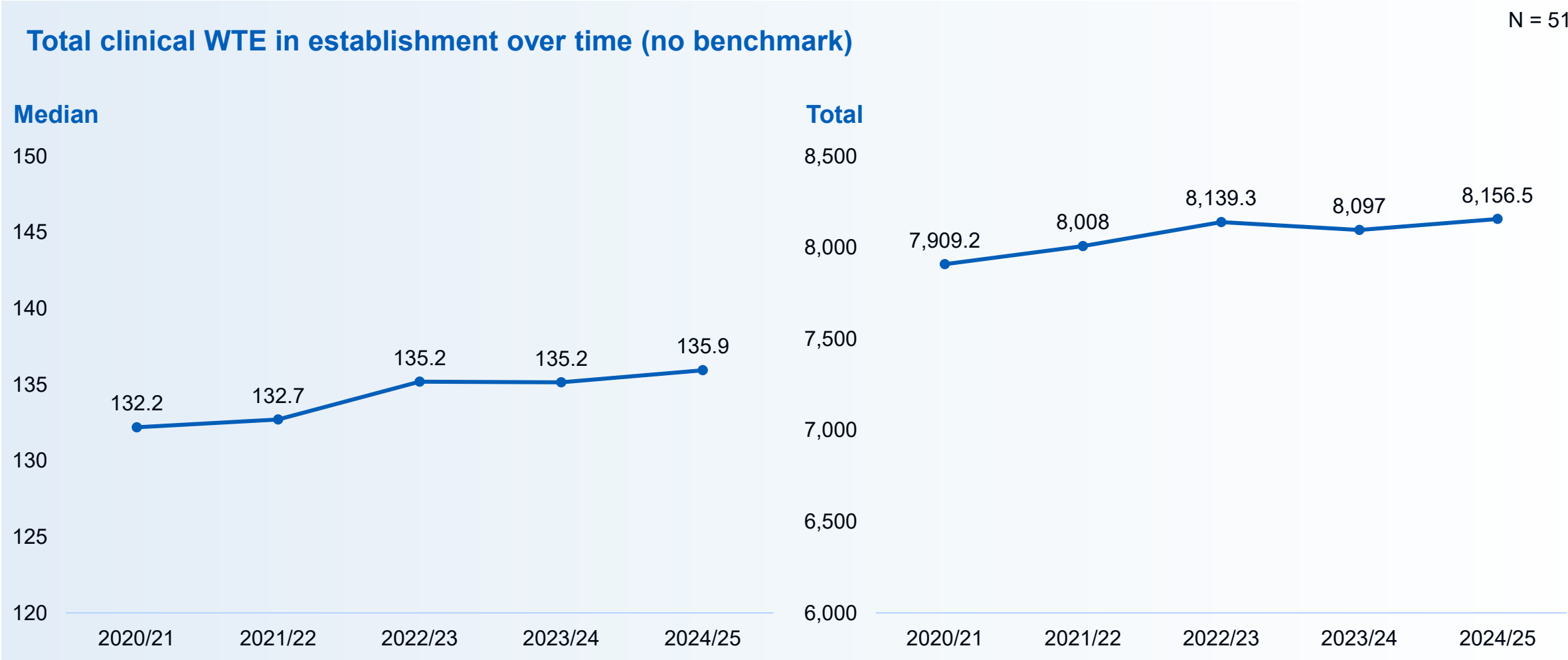
Demand - caseload



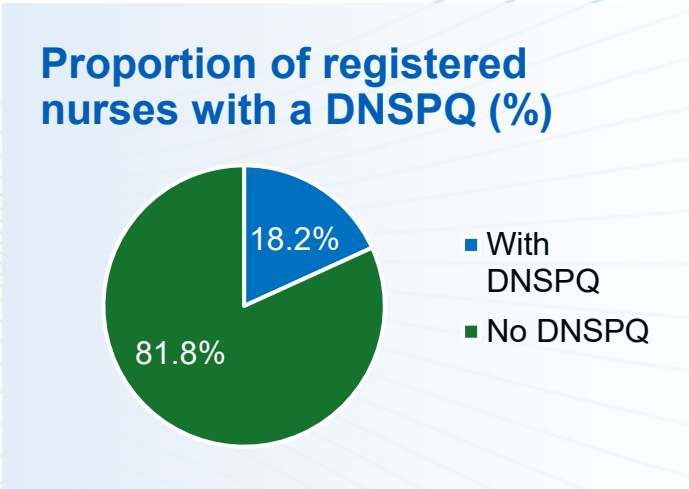
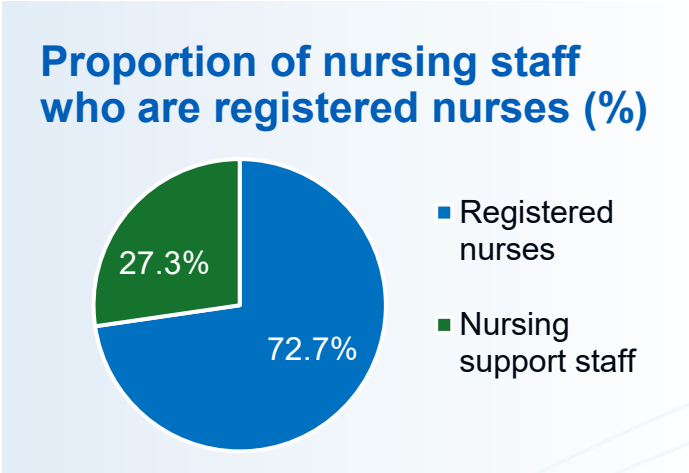
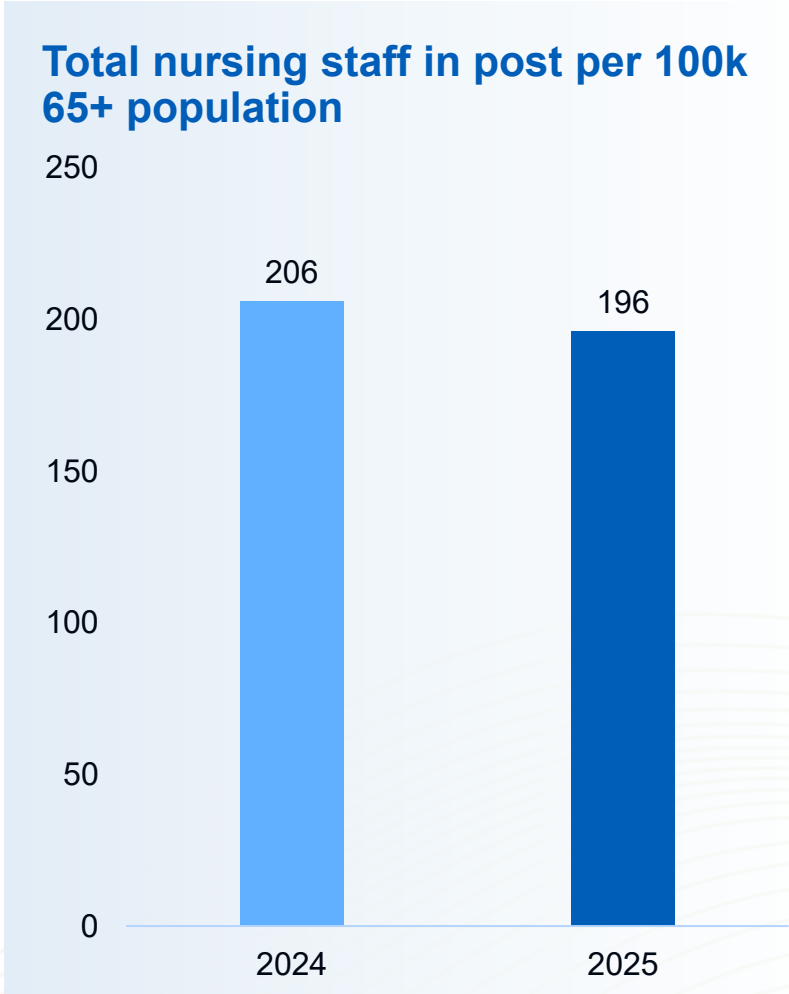
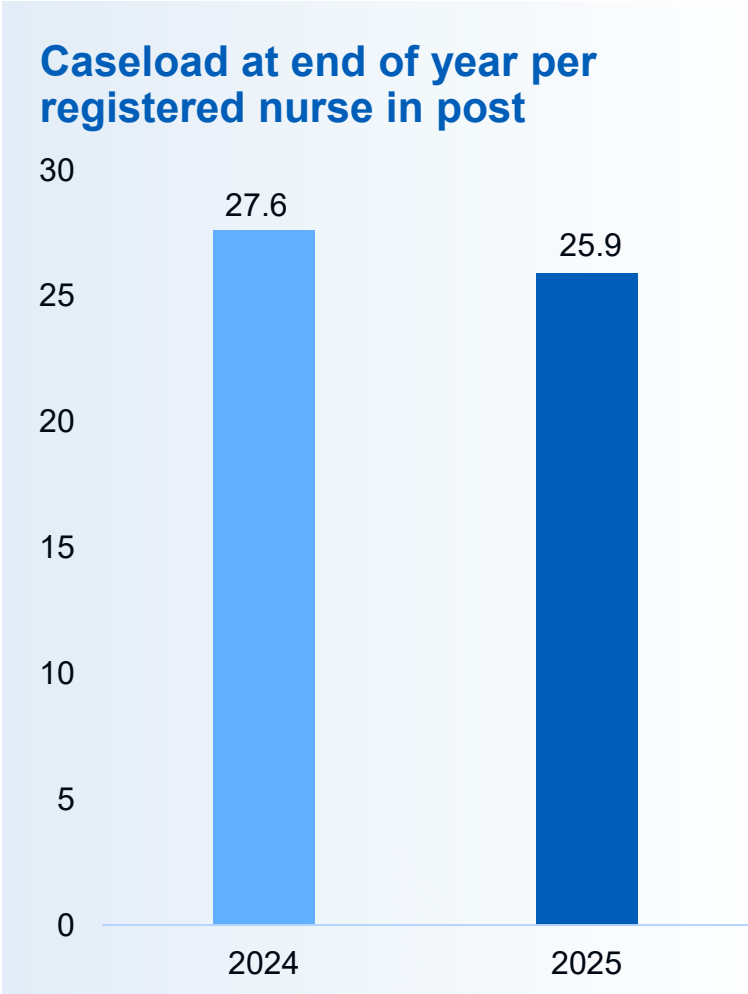
View your ethnicity breakdown on the members' area here:



What workforce is employed to meet the demand?

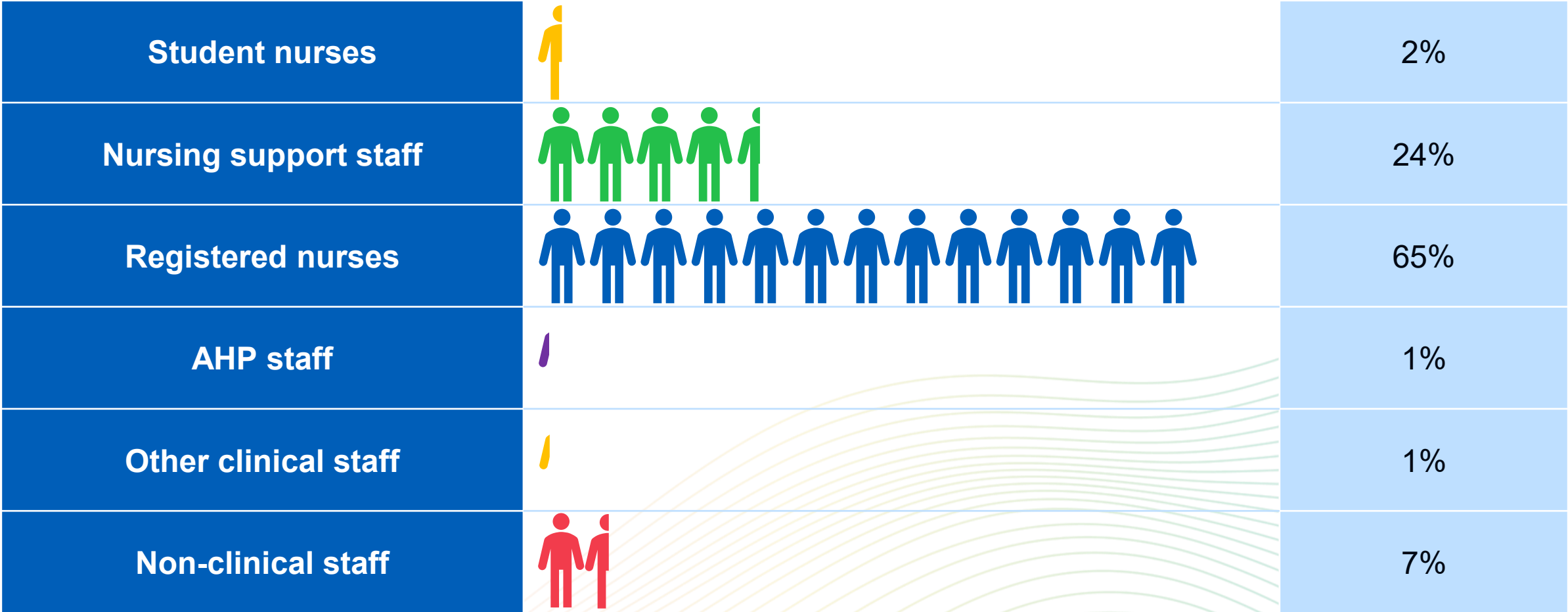


What workforce is employed to meet the demand?



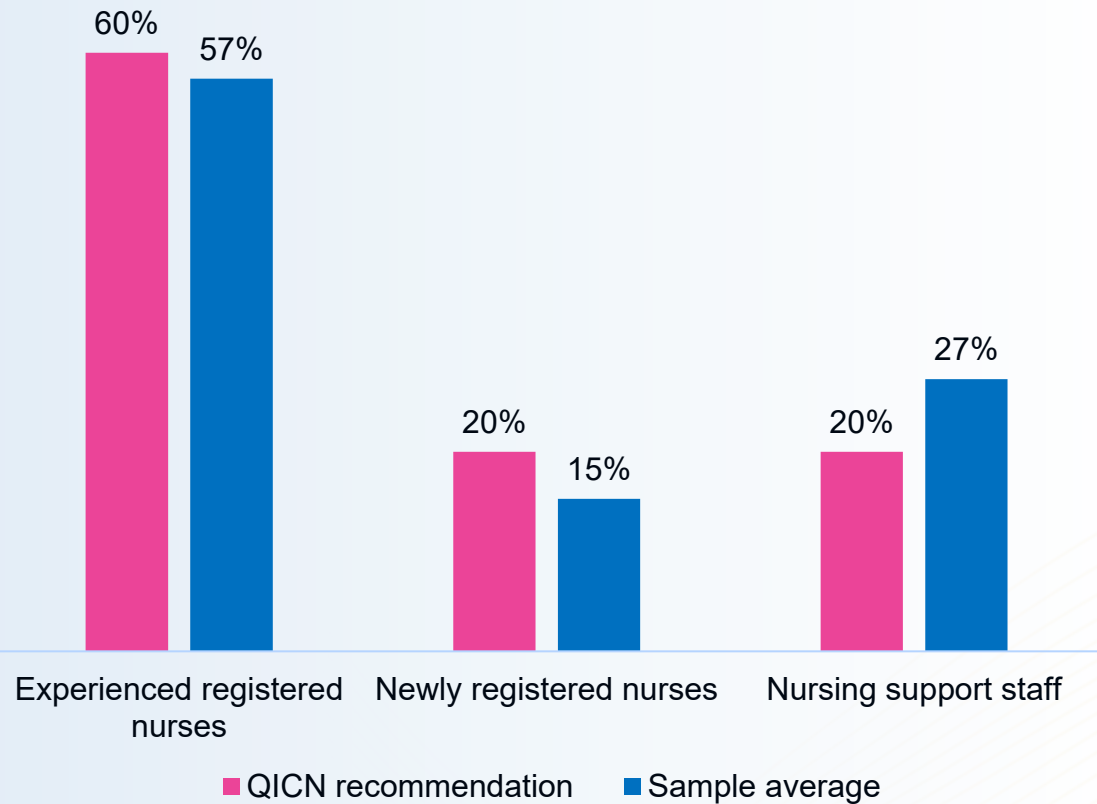
What workforce is employed to meet the demand? - Staff discipline mix (in establishment)

 = 5%



What workforce is employed to meet the demand?

QICN workforce recommendation



The recommended district nursing team skill mix as outlined in the QICN workforce standards



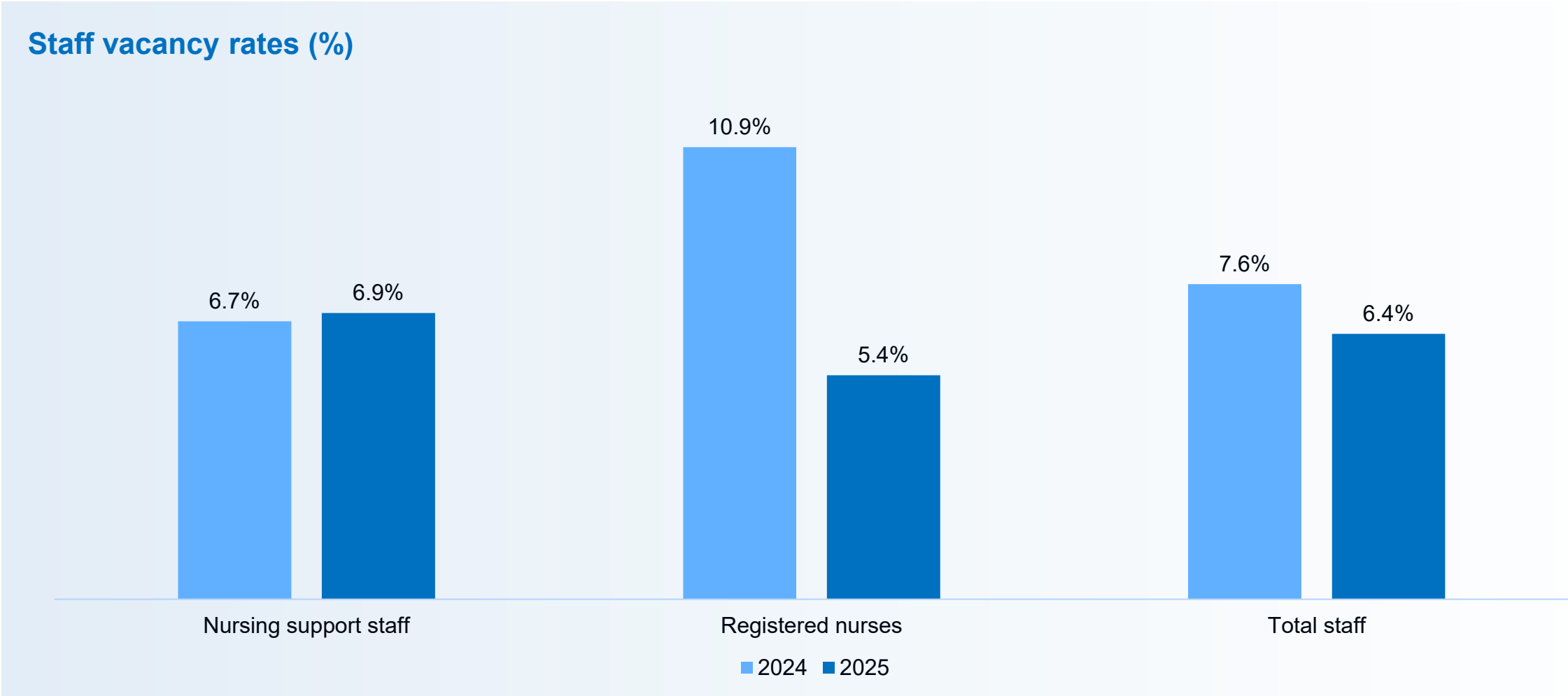
The QICN recommend 60% registered nurses, 20% newly registered nurses and 20% nursing support staff



Fewer registered nurses and more nursing support staff on average

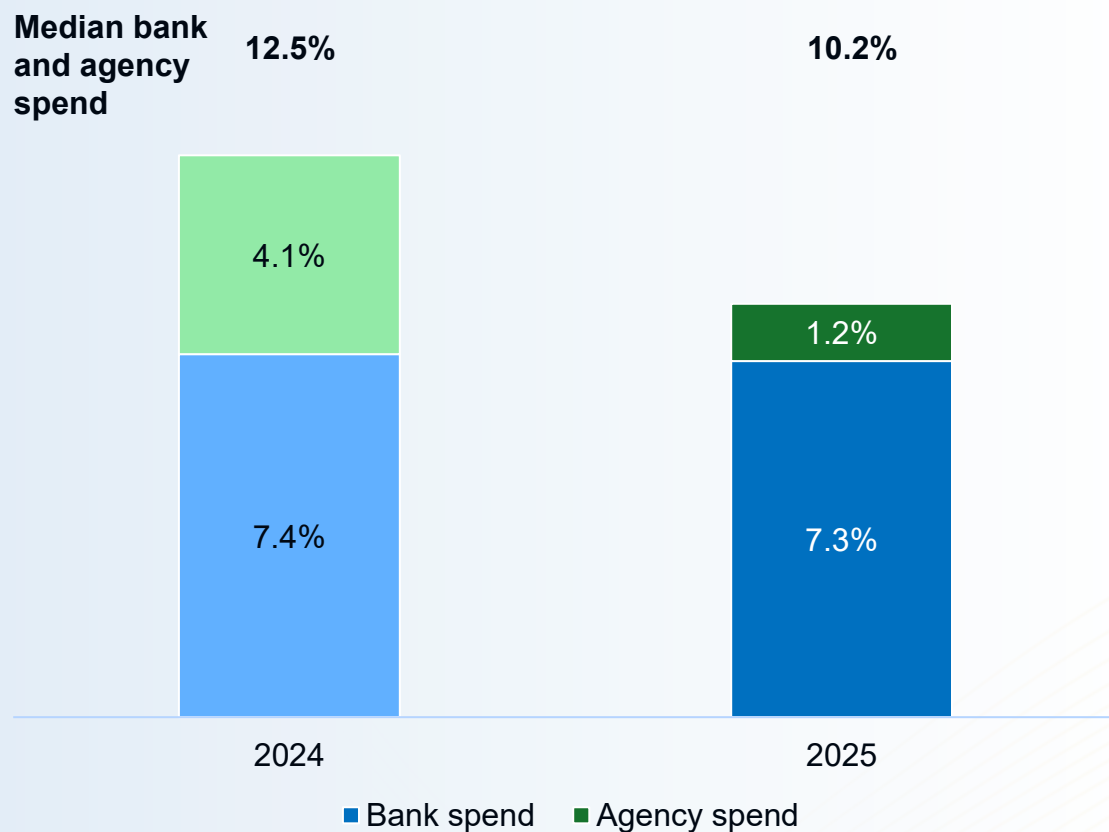


What workforce is employed to meet the demand?

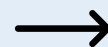


Use of bank and agency staffing

Bank and agency spend as a percentage of total pay spend (%)



Combined bank and agency spend has reduced slightly from last year



Bank spend has remained at a similar level



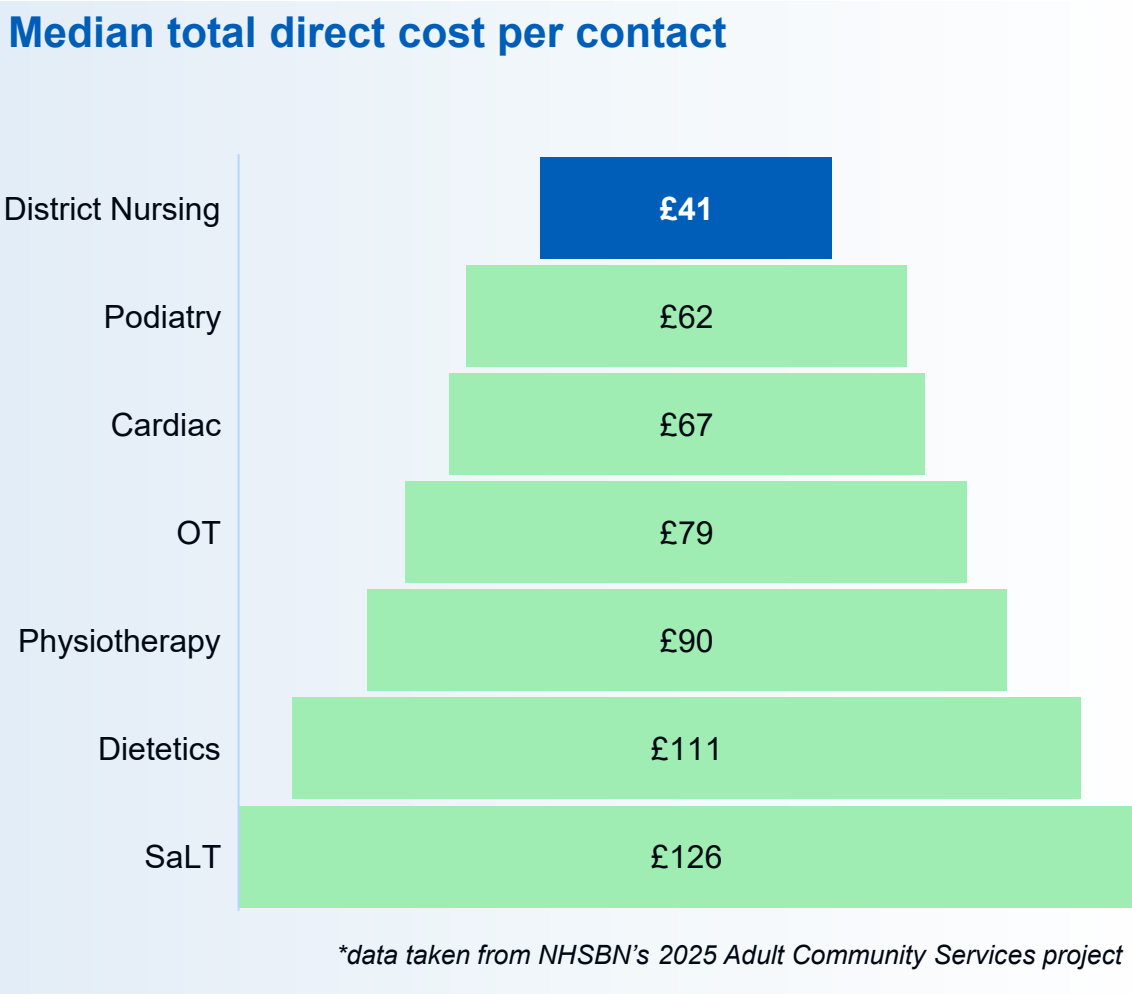
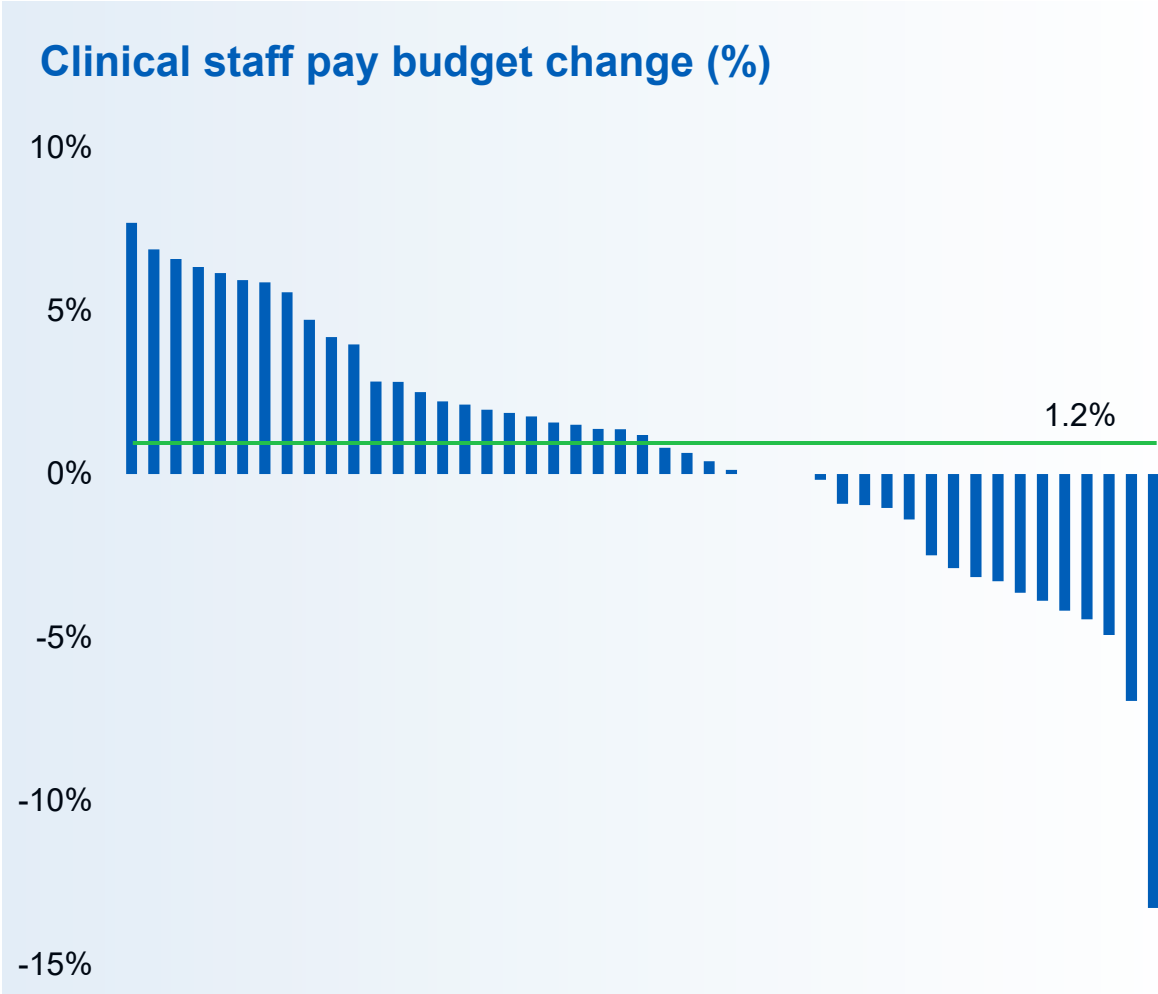
There has been a relatively large decrease in agency spend this year



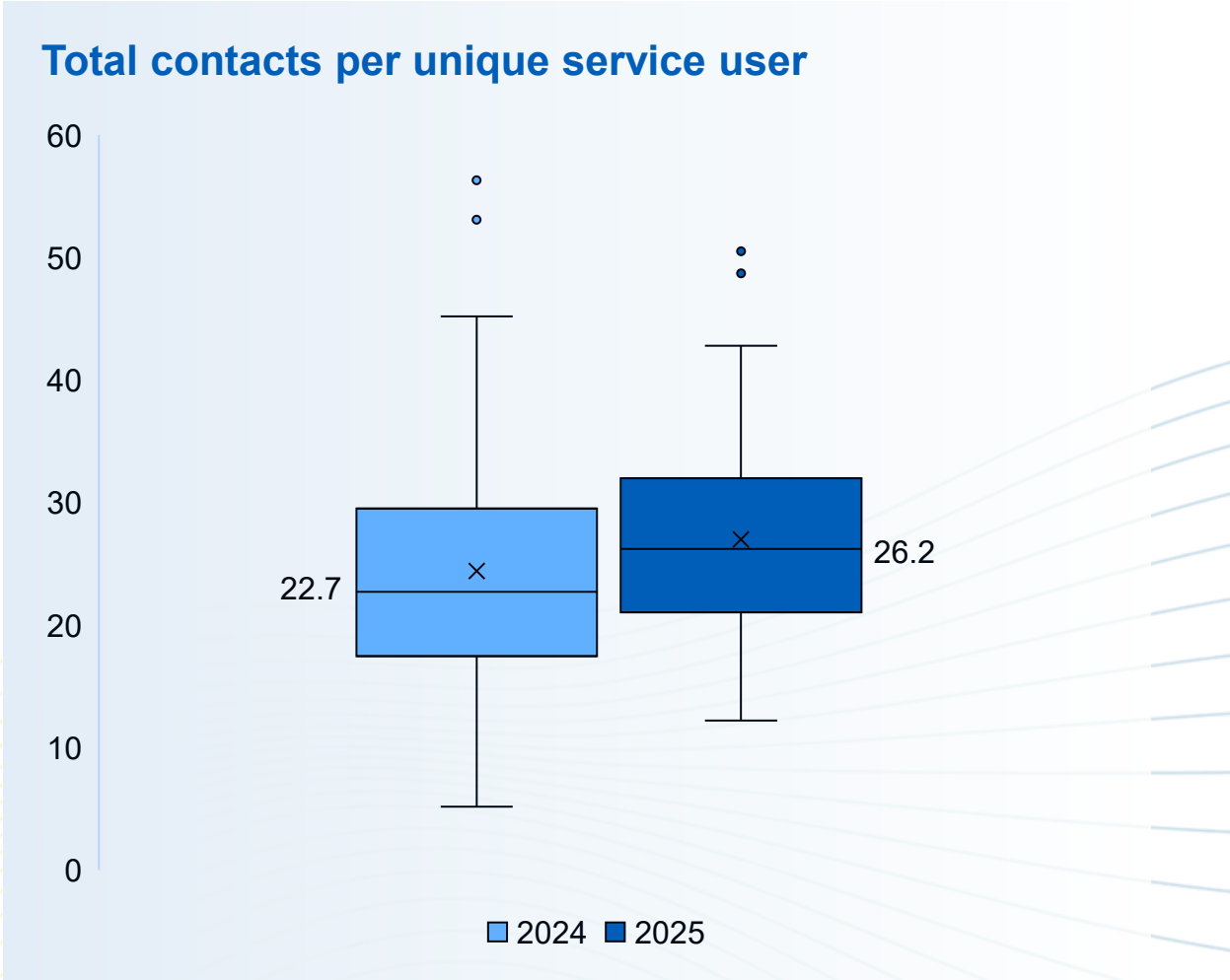
How have services managed to achieve this reduction in agency spend?



Changes in pay budgets

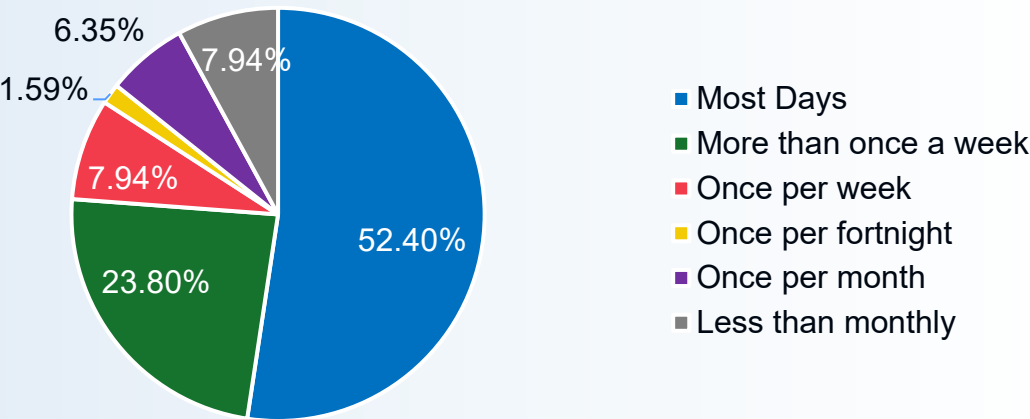


What activity is being delivered with the current workforce?




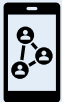


What activity is being delivered with the current workforce?

How often are appointments deferred?



Initiatives being used to reduce the number of deferrals

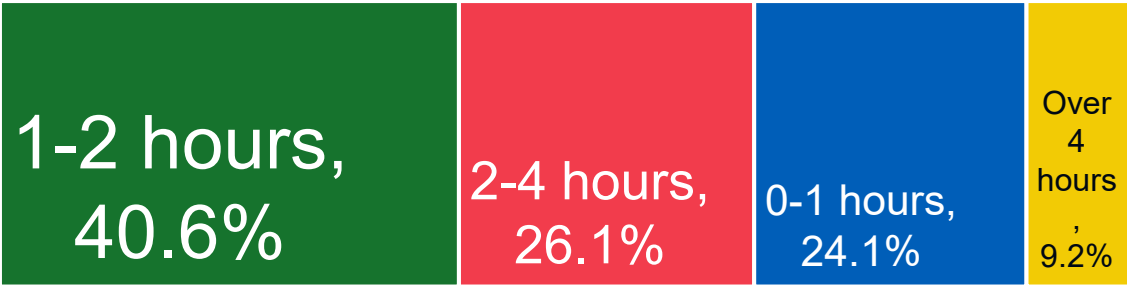
-  “Reviewing and redesigning services to manage demand, improve efficiency, and remove non-essential visits.”
-  “Optimising caseloads and workforce through regular reviews, triage tools, skill mix adjustments, and flexible staffing.”
-  “Strengthening governance with clear SOPs, harm review processes, and daily safety huddles to manage deferrals safely.”
-  “Introducing new care models and technology such as community clinics, self-care pathways, and digital monitoring.”

Proportion of contacts that were unplanned (%)



What activity is being delivered with the current workforce?

Estimated daily travel time*



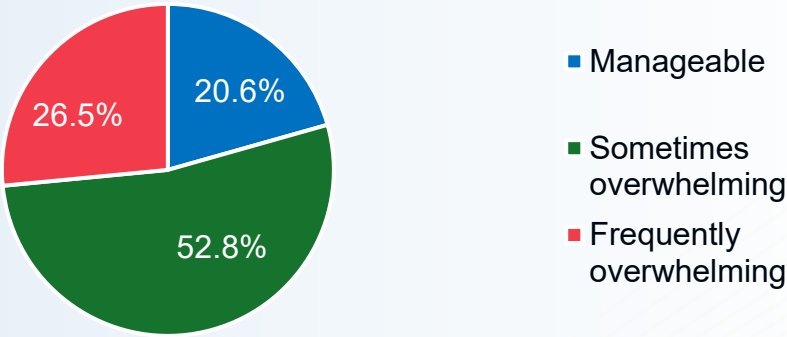
*Staff survey

Estimated unpaid overtime hours per week*



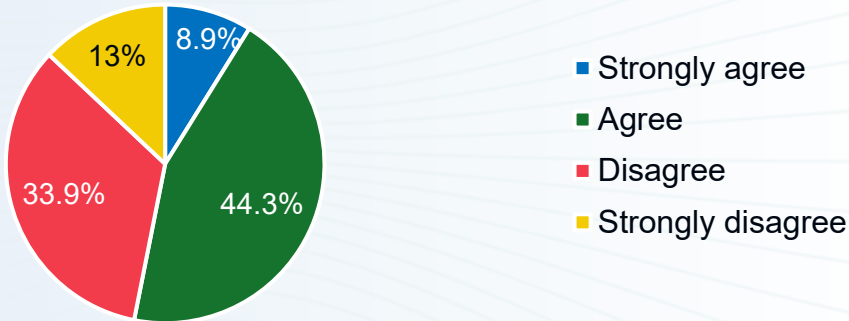
*Staff survey

How did nurses describe their workload?*



*Staff survey

Level of agreement with "I have adequate resources (staff, equipment, IT systems) to provide high-quality care." *

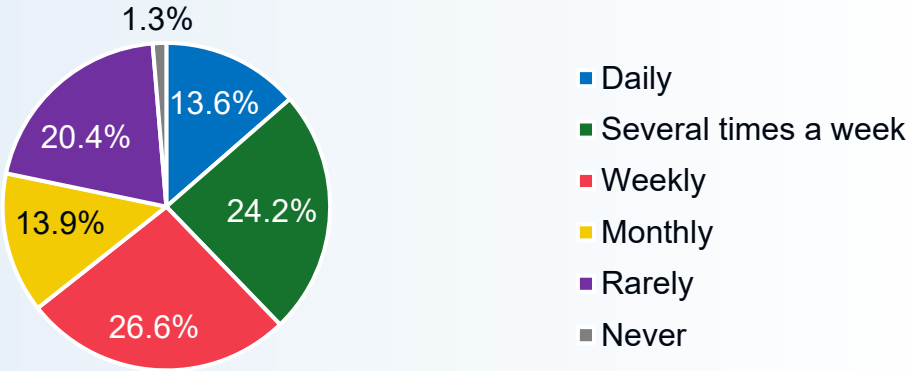


*Staff survey



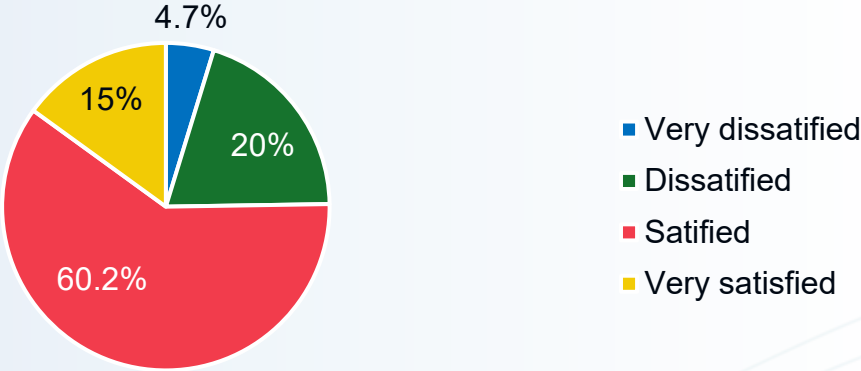
How do the staff conducting this activity feel?

How often do staff experience work-related stress?*



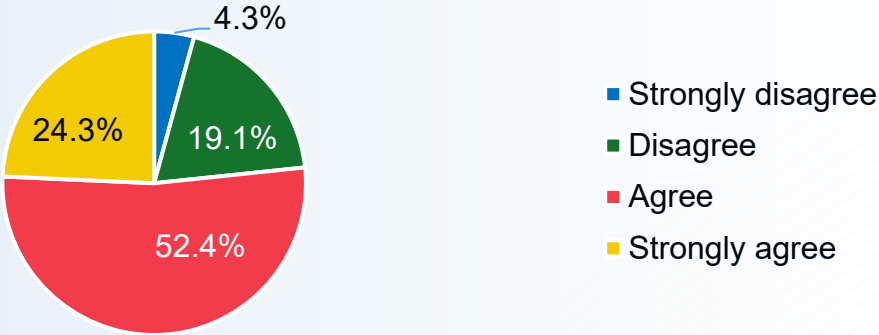
*Staff survey

How satisfied are staff with their work-life balance?*



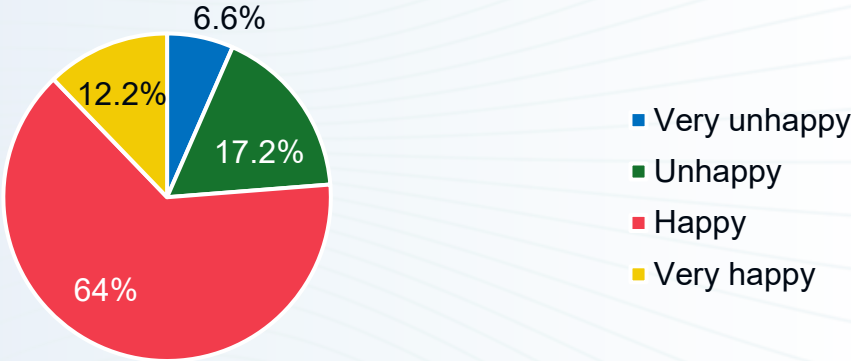
*Staff survey

Do staff agree with the statement “I feel valued and supported by my colleagues and management”?*



*Staff survey

How happy are staff at work?*



*Staff survey



Top 3 priorities for services in 2025/26

Workload allocation
Digital technology
Data analysis
Planning
Coordination
Integration of care
Patient safety
Staffing levels
Quality improvement
Capacity and demand
Pressure ulcer management
Budget and productivity
Workforce wellbeing

Service development
Recruitment and retention



Recruitment and retention



Workforce wellbeing



Service development

Thank you

Any questions?

For any further information, please get in touch:

Rosie Alexander

Senior Project Manager

r.alexander5@nhs.net

Nayan Mistry

Assistant Project Manager

n.mistry5@nhs.net



Benchmarking Network

Harnessing the power of data to drive meaningful change



District Nursing Services – a provider perspective

Gabbie Parham - Senior Matron for Community Nursing, Oxford Health NHS FT
Vice-Chair of QICN's Community Nurse Executive Network



District Nursing Service – a provider perspective

Presented on behalf of:

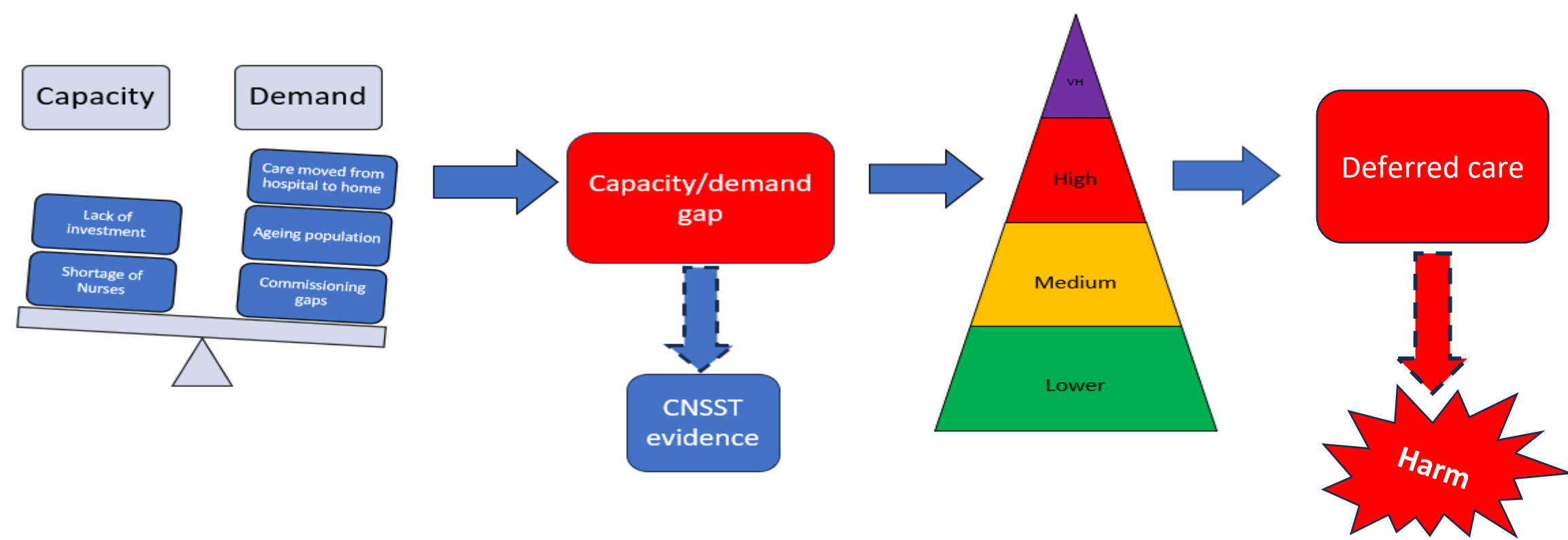
**Community Nurse Executive
Network (CNEN)**

By Gabbie Parham, Vice-Chair

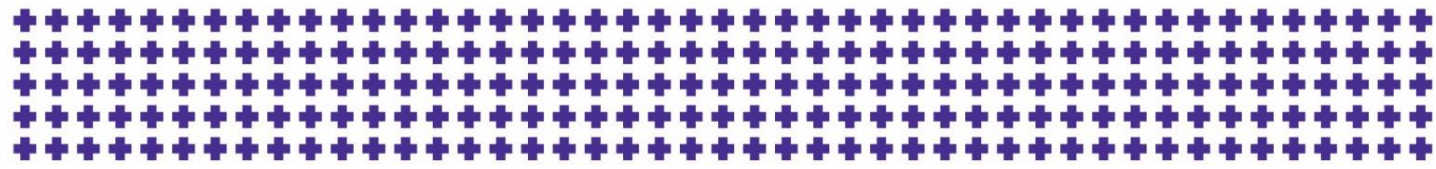


17th October 2025

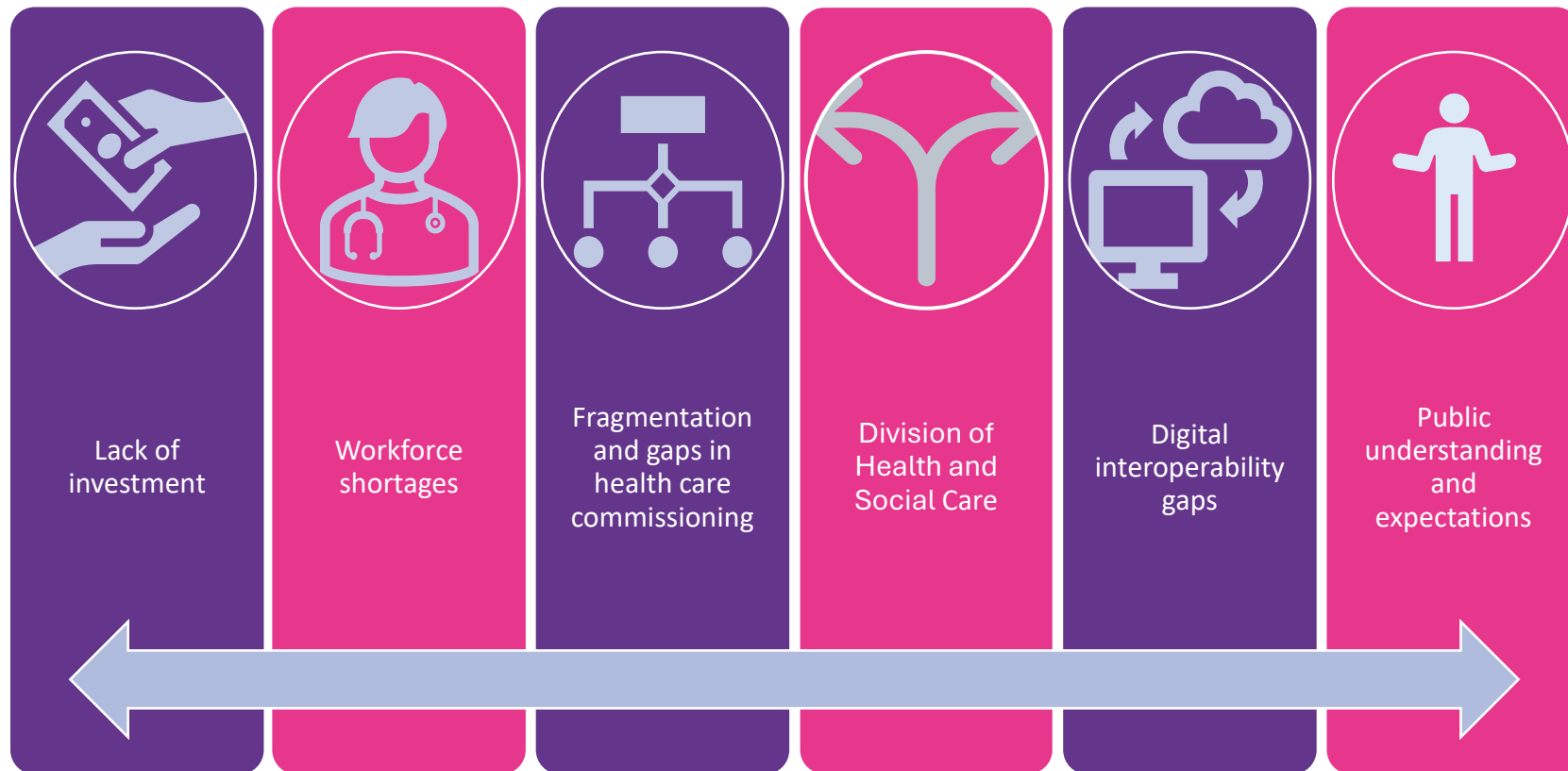


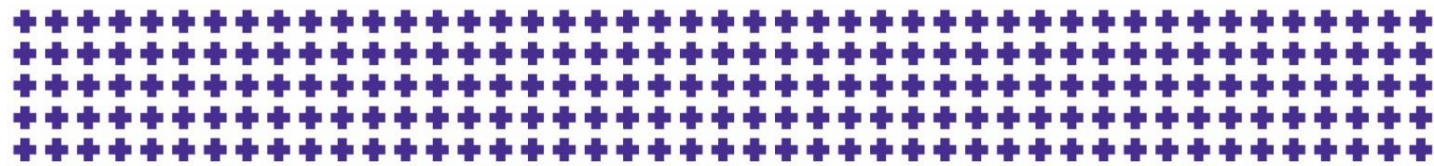


Worsening from 2024 to 2025



National challenges for DN Providers





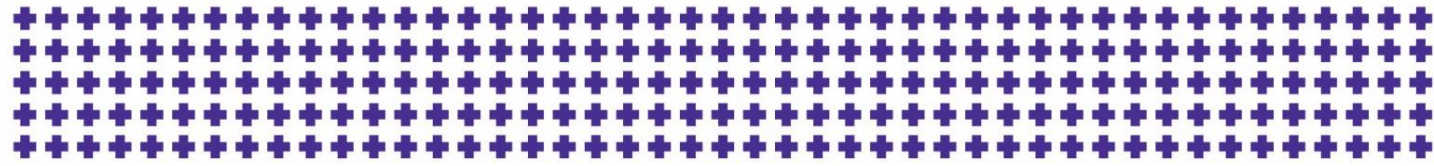
Whole system challenges for DN services

Increase in insulin administration visits

- 24-44% of the caseload
- Linked to deprivation and obesity
- Issues with delegation to care home and domiciliary carers
- Pinch points during the day

Other services increasing pressure on DNs

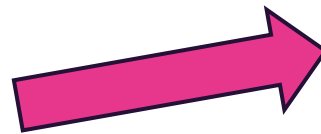
- Protective working
- GP collective action
- Mental health services criteria



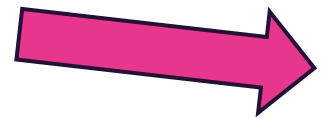
Caseload challenges and complexity for DN services

Increase in:

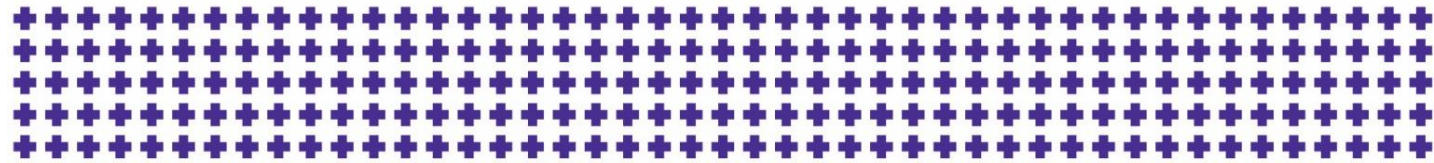
- Public expectations of the service
- Complaints
- Aggression and violence towards DNs on visits
- Racism towards staff and refusing staff
- Substance misuse
- Undiagnosed neurodiversity
- Social deprivation and poverty
- Younger patients
- Environmental risk to DNs
- “Unwise choices”
- Self-neglect
- Court of protection cases
- Coroners' inquests
- Filming of DNs on visits



- **Increasing visits requiring “double ups” of staff for safety**



- **Staff feeling unsafe in community and looking for jobs in more controlled environments**



NHS 10 year plan – 3 shifts and DN services

Reactive to proactive care

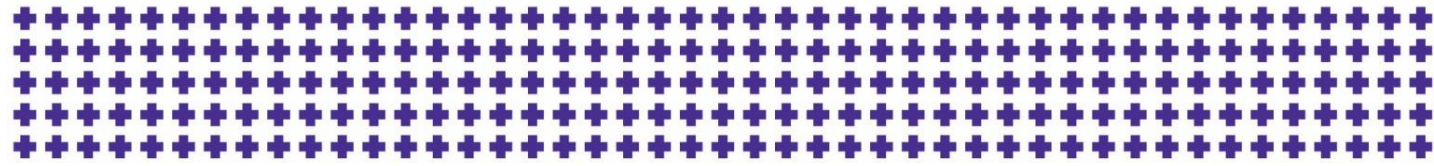
- Self-care promotion
- Neighbourhood teams

Hospital to Community care

- Red card system – hospital to community
- Neighbourhood teams

Analogue to digital

- Wound care technology – increase in healing rates



Neighbourhood Teams potential for DN Services

Unique skill set

- Population health
- Case coordination
- Advanced skills
- Holistic approach
- Secondary prevention

Unique relationships

- Primary care
- Patients and families

Potential for key leadership role

Q&A Panel

Steph Lawrence, Thea Stein, Alison Leary, Gabbie Parham

Facilitated by **Rosie Alexander**



Closing remarks

Lawrie Campbell, Chief Executive, NHSBN

Steph Lawrence, Chief Executive, QICN



Thank you for joining us

NHS Benchmarking Network contact details

Find out more about NHSBN membership at:

www.nhsbenchmarking.nhs.uk/join-the-network



For more information on anything you've heard today or for general enquiries, contact:
enquiry@nhsbenchmarking.nhs.uk

<https://www.nhsbenchmarking.nhs.uk>

Queen's Institute of Community Nursing contact details

Explore QICN membership at:

<https://qicn.org.uk/organisational-membership/>



For more information on anything you've heard today or for general enquiries, contact:
mail@qicn.org.uk

<https://qicn.org.uk/>