

Care and Compassion Always

A Strategy for Nursing,
Midwifery and Care Staff

January

2017 - 2020





Welcome to our Nursing and Midwifery Strategy



We are delighted to introduce you to this Nursing and Midwifery Strategy which sets out our shared vision for the next three years from 2017 to 2020. The purpose of this strategy is to build on the good work achieved so far and to shape the journey we all need to take to influence the standards of care we deliver to our patients.

We are very proud of what you have achieved already and of the teams who have worked hard to achieve successes. However, we are conscious that the healthcare landscape is ever changing and Nursing and Midwifery professionals and Care Staff will need to change and adapt to ensure we are all responsive to patients needs and rise to the challenges of the future. It is therefore expected that this strategy will evolve and adapt over time.

We would like to thank you for your contributions during the development of the strategy, and for sharing your ambitions for even better patient care.

The implementation of this strategy describes where we will focus our energy and attention to deliver a measurable programme of achievements to help ensure we consistently get things right for our patients, their family and carers across every ward and service every day.



We are excited about the implementation of the strategy and looking forward to working with you in delivering our vision.

Helen Blanchard
Director of Nursing and Midwifery

Lisa Cheek
Deputy Director of Nursing and Midwifery

“Our vision is to provide a positive experience with first class compassionate care delivered by skilled and competent staff”



Introduction

Our strategy has been built, with the aim of achieving our vision, with the teams of Nursing, Midwifery and Care Staff and has three key themes:

- Provide the right people, right skills, in the right place
- Building and strengthening leadership and self-confidence for tomorrow's leaders
- High quality personalised care, always.

We appreciate the challenge of modern healthcare and, more than ever, our unique contribution to the balancing of safe effective care with an increasing need to remove unwarranted variations, and ensure the most efficient use of resources. The development of our strategy has therefore been informed by the national context and strategies including:

- The NHS five year forward view (2014)
- Raising the bar; the shape of caring review (2015)
- The revised NMC code for nurses and midwives (2015)
- Operational productivity and performance in English NHS acute hospitals: Unwarranted variations (2016)
- Leading Change, Adding Value (2016).

The five year forward view has a strong focus on co-working and co-leading with patients and communities to make safer and more effective services. The framework launched by the Chief Nursing Officer in 2016, Leading Change Adding Value, focuses on achieving the best quality of experience for our patients and the removal of unwarranted variation. Our strategy uses the framework and

aims to add value for our patients and our staff through the three themes identified.

The commitments outlined in Leading Change, Adding Value run across all three themes within our strategy. Recognising this we have highlighted the main associated commitments for each theme and outlined what we aim to achieve over the next three years. Everything we talk about in our strategy is underpinned by the 6Cs.

In delivering our strategy we aim to demonstrate improvements in patient care, outcomes, and experience and with resulting reductions in unwarranted variation.

Central to the achievement of each theme will be the need for engagement, communication, and working together across healthcare boundaries.

Our strategy will have workstream leaders for each theme and progress of the strategy will be driven through the Nursing and Midwifery Professional Forum, and Matron's Forum and will report six monthly to the Board of Directors.

We require commitment across the whole Nursing and Midwifery workforce, and strong leadership, to ensure we can deliver the vision and strategy, and is an exciting challenge which we relish.



Theme One

Providing the
right people, right
skills, right place



To achieve this, we will

- Recruit and retain an able, competent and compassionate staff
- Introduce and strengthen new roles and ways of working
- Develop new career frameworks for all staff
- Explore and embed productivity and efficiency opportunities to inform workforce planning
- Build a network of sharing knowledge.

How will we deliver?

- Provide junior staff with the building blocks to realise their potential
- Career hub to provide careers advice for all
- Staff recruited through a value-based methodology
- A workforce strategy to meet the needs of a changing population and care delivery
- Effective rostering practices to ensure the right staff are in the right place at the right time
- Virtual forums for sharing ideas and good practice
- Deliver regional or national conferences led by specialist nurses and midwives
- Development of research skills
- Exploration of alternative staffing models
- Developing and embedding the role of the Nursing Associate
- Teaching and development programmes to meet the needs of our staff and our patients
- Career frameworks for all grades.

National framework:

Leading Change and Adding Value

- *Commitment 1:* We will promote a culture where improving the population's health is a core component of the practice of all nursing, midwifery and care staff
- *Commitment 7:* We will lead and drive research to evidence the impact of what we do
- *Commitment 8:* We will have the right education, training and development to enhance our skills, knowledge and understanding
- *Commitment 9:* We will have the right staff in the right places and at the right time.

Theme Two

Building and strengthening leadership and self-confidence for tomorrow's leaders



To achieve this, we will

- Embed a culture and a framework of support and supervision for all staff
- Develop mechanisms for talent spotting future leaders
- Establish the concept of career coaches for future leaders
- Enhance opportunities for networking and shadowing both internally and externally
- Demonstrate changes as a result of patient feedback and involvement.

How will we deliver?

- Aspirant sisters, charge nurses and matrons identified and nurtured
- An effective model of supervision introduced and embedded
- Talent spotting mechanisms to identify and support our future leaders of all grades
- Identifying career coaches/mentors to support and coach our leaders
- Patient stories heard at all levels
- Training and education to incorporate patient feedback and experiences
- Senior staff presentations - see it my way; 'Being a senior nurse'
- Expansion of shadowing opportunities
- Advancement of nurse practitioner roles to meet changing needs
- Nurse and Midwifery grand rounds to share knowledge and experience
- Annual nursing and midwifery conference to celebrate success
- Recognising the contribution senior nurses make.

National framework:

Leading Change and Adding Value

- *Commitment 2:* We will increase the visibility of nursing and midwifery leadership and input in prevention
- *Commitment 4:* We will be centred on individuals experiencing high value care
- *Commitment 6:* We will actively respond to what matters most to our staff and colleagues

Theme Three

High quality personalised care, always



To achieve this, we will

- Build ability/capability in quality improvement methodology
- To achieve gold accreditation across the Trust
- Demonstrate continuous improvement to eliminate avoidable harm
- Utilise advanced technologies to enhance or release time to care
- Champion care models to enhance personalised care.

How will we deliver?

- Reduction in avoidable harm
- Development of processes for displaying data in a standardised way
- Support for staff undergoing quality improvement training/projects
- Achievement of Bronze, Silver or Gold accreditation to reduce variation and provide assurance of standards of care
- Embrace technology which contributes directly to better patient care
- Criteria based discharge embedded into practice
- Development of nurse practitioner clinics
- Recognising and embedding the contribution that carers make
- Standardising bedside format for handover - SBAR format
- Standardised format for safety briefings
- Effective use of ward dashboard to drive patient safety
- Internal/external awards achieved through support and guidance.

National framework:

Leading Change and Adding Value

- *Commitment 3:* We will work with individuals, families and communities to equip them to make informed choices and manage their own health
- *Commitment 5:* We will work in partnership with individuals, their families and carers and others important to them
- *Commitment 10:* We will champion the use of technology and informatics to improve practice, address variations and enhance outcomes.

Acknowledgements

Helen Blanchard and Lisa Cheek would like to thank the Nursing and Midwifery Teams and the Professional Nursing and Midwifery Forum for their involvement, enthusiasm and contributions.

