Nursing, Midwifery and Health Care Professionals’ Strategy

2017-2021
Vision

Principle 1 – We will provide safe high quality care, every time

Principle 2 – We will attract and retain the best workforce

Principle 3 – We will ensure education supports the workforce to deliver high quality care

Principle 4 – We will listen to our patients, families, carers and staff and learn from their experience
I am very proud to present our Nursing, Midwifery and Health Care Professionals’ Strategy. We have set out our principles of safe, high quality care, attracting and retaining the best workforce with education supporting the care we deliver.

Above all, we are committed to listening to patients, families and carers and to learn from their experiences. In developing our strategy we have built on the foundation of our Trust strategy, and joined nursing, midwifery and allied health professions to have one shared vision for caring.

Our strategy draws on the Chief Nursing Officer’s 10 Commitments in ‘Leading change adding value’, in particular the triple aim of: better outcomes, a better experience for people and better use of resources. We recognise the importance of a supportive learning culture and a valued, empowered workforce.

Sue Jones
Director of Nursing and Quality
Vision

Our strategic vision is to, "realise the great potential of our organisation by empowering our skilled and caring staff to deliver high-quality and efficient services in state-of-the-art facilities. Clinical outcomes will be excellent and with a spirit of openness and candour we will ensure an outstanding experience for our patients."

We will deliver this strategy through 4 key principles of care and service.

Principle 1  We will provide safe high quality care every time

Principle 2  We will attract and retain the best workforce

Principle 3  We will ensure education supports the workforce to provide high quality care every time

Principle 4  We will listen to our patients, families, carers and staff and learn from their experiences

The purpose of this strategy is to define our shared professional objectives to be implemented by all of us in our particular settings over the next five years

These objectives are underpinned by our trust values: putting patients first, recognising the person, working well together and striving for excellence. They link with the eight Trust strategic themes to ensure that we always provide exceptional healthcare, personally delivered.
Principle 1 - We will provide safe, high quality care every time

We will:

Monitor the quality of care using improvement methodology to continuously raise standards of safety and quality.

Treat all people with respect; providing compassionate care that ensures privacy and dignity, and enables patients to meet their individual goals whenever possible.

 Equip staff with the relevant safeguarding skills and knowledge, so that they can support, protect and enable vulnerable people within our care.

Provide clear, clinical leadership at all levels of the organisation, with role models who inspire their teams, our patients and service users to achieve the best possible outcomes.

Promote innovation in practice and consistently provide care based on the best available evidence and research.

Use our resources wisely so that care is delivered efficiently and cost effectively.
What you will see is:

Teams who know their own quality and safety data and engage with the actions agreed to deliver continual improvement.

Ambitious clinical teams who achieve the required improvements but also set stretch targets to achieve excellence.

Improvement in patient satisfaction and reduction in complaints.

Our staff acting in line with guidance to prevent and reduce harm by raising concerns and continually learning from safeguarding and clinical incidents, complaints and patient feedback.

Our staff recognising and responding to safeguarding concerns, utilising the safe systems in place and continuously trying to prevent harm.

The Care Quality Commission (CQC) fundamental standards and the requirements of other regulators being met and exceeded.

The use of technology and informatics to improve practice and address variation in care.

Improved outcomes for nutrition, pain management, infection control, bladder and bowel care and also reduced harm from falls, pressure ulcers and catheter acquired urine infections.

Health care professionals working with patients to agree individualised goals which optimise their functional independence and link with plans for discharge.

Implementation planning (how we will do it)

We will provide multi-professional teams with accurate and relevant quality and safety data so that they can identify where they are doing well and areas for improvement.

We will recognise high achievement and best practice throughout our organisations in league tables and staff recognition awards.

Clinical leaders will use tools such as the ‘15 Steps Challenge’ and peer review to gain assurance of high quality care.

Teams will be encouraged and supported to develop and test innovative solutions designed to deliver improvements in care.

We will develop skills in safety improvement methodology using our own safety faculty and through our clinical leadership development programmes.

Lessons learned from innovation and improvement cycles, and also from investigations into incidents or complaints, will be widely shared so that all teams and patients will benefit.

E-rostering, SafeCare, Care Hours per Patient Day (CHPPD) and the Enhanced Care programme will be used to ensure that resources are used according to patient need and that waste is eliminated.

We will assess functional needs to establish plans for the acute rehabilitation phase which are then shared with partners to continue care into the community.
Principle 2 - We will attract and retain the best workforce

We will:

Have the right staff, with the right skills, in the right place.

Deliver clarity of roles, with innovative role development and flexibility.

Provide personal career development and progression through appraisal, objective setting, providing access to training and teaching, identifying potential and talent at every level.

Provide a framework for staff support and wellbeing.

Have a competent workforce, supported by national and professional guidance.

Support health care professionals in meeting their re-registration or revalidation requirements.

Have a recruitment plan based on the future workforce needs and the needs of our patients.
What you will see is:

The organisation attracting the best staff both nationally and internationally with staff able to progress their careers within the organisation.

Our staff using the best tools and technological advances to inform workforce and recruitment plans e.g. acuity dependency tools, birth rate plus, e-rostering.

Openness and transparency with our nursing staffing levels by publishing these at ward level and on the Trust website.

A supportive learning culture enabling revalidation to be implemented as a well-developed support mechanism for the individual development of registered health professionals.

Recognition awards achieved by all disciplines.

A reduction in our levels of sickness to within national benchmarking and an improvement of our retention rates through a reduction in turnover of staff.

A valued, empowered and energised workforce evidenced by the national staff attitude survey.

Implementation planning (how we will do it)

We will attract the best staff through flexible working, rotation programmes, continued professional development, and accessible recruitment strategies.

A retention strategy will be developed around meaningful jobs, recognition, and wellbeing.

We will work with our local and regional commissioners in completing the Health Education England workforce plans in order to provide for our future.

All professions will actively contribute to the Divisional annual budget setting and annual workforce plans, influencing the long term workforce strategy for the Trust as a whole.

Teams will use e-rostering to its maximum effect and aim for maximum efficiency.

Reliance on the temporary workforce will be reduced to 5%.

We will implement SafeCare Live and Birth Rate Plus to manage nursing and midwifery safe staffing with real time data.

A Trust wide workforce plan for health care professionals will be developed to ensure that resources are deployed according to clinical priorities.
**Principle 3 - We will ensure education supports the workforce to provide high quality care every time**

**We will:**

Build on our success as a teaching trust, delivering consistently high quality education and training outcomes.

Ensure education underpins and supports practice at every level of the workforce. Provide both in house and collaborative models of delivery with universities, colleges and other training providers.

Instill the aspiration to deliver quality education and learning in our practitioners, with the opportunity to develop as teachers and mentors both in the Trust and across our partnership programmes.

Lead the way in valuing and developing our clinical support workforce through our apprenticeship programme.

Pave the way for the development of strong clinical leadership roles in nursing, midwifery, therapy and other health care professions.

Promote and support the development of more research and publications led by the non-medical clinical workforce.
What you will see is:

The Trust recognised for education provision that supports practice and career pathways.

Education commissions to support professional development.

Preceptorship, clinical supervision, mentoring, and coaching available.

Leadership and management development for front line leaders and support for emerging talent.

Undergraduates who have a great learning experience and will evaluate their placements at 90% or above.

Support for Research – advancing our clinical professionals, writing for publication, and achieving recognition and awards.

Evaluation of our education provision and its impact on patients and service users.

Implementation planning (how we will do it)

There will be partnership between education and practice to deliver the knowledge and skills required for high quality care.

We will define and implement the ‘new graduate to expert’ development pathway, the advanced practice framework and the specialist development pathway.

We will build best teaching in practice for skills, drills and human factors to promote safety.

We will continue our successful training partnerships and gain new education partners.

We will continue to develop our progression pathways into higher education for our Healthcare Support Workers.

More NBT based, University accredited programmes will be delivered to support role development, service requirements and workforce plans.

Leadership and management development programmes will be delivered and supported at all levels of the organisation.
Principle 4 - Listen to our patients, families, carers and staff and learn from their experiences

We will:

Be open and able to listen to feedback, with colleagues, patients, service users and carers.

Respond appropriately to complaints and concerns and develop a culture of learning in order to drive service improvement.

Use narratives and patient stories as a basis for learning and continuous improvement, working with patients and carers to inform our approach.

Work with our staff to support and empower them to speak up. Encourage them to take professional responsibility and raise concerns using the support available.

Ensure that team members are recognisable, present and available and act in accordance with professional codes of practice, conduct, ethics and performance.

Embrace different forms of communication tools and media to communicate with our patients, staff, service users and carers.

Recognise and value the contribution our staff make to patient care and the organisation by celebrating success and achievements.

Work with our partners – voluntary, charity, community groups and organisations to encourage listening and engagement; seeking opportunities to develop and learn together.
What you will see is:

Empowered patients giving feedback and co-designing services.

Improved national inpatient survey outcomes with a top quartile target and continued success with Friends and Family Test.

Privacy and dignity for all our patients and service users.

The use of patient stories for listening, learning and celebrating good care.

Partnership working with carers and families to promote individualised family centred care.

Visible leadership from clinical leaders providing accessibility for staff, carers and patients.

Staff embracing all ways of promoting a healing environment using arts as therapy working with the support of the Fresh Arts programme.

Implementation planning (how we will do it)

Our visiting times will be open and flexible and we will work with John’s Campaign to support our most vulnerable patients.

Department leaders will respond to real time patient feedback using the Envoy system.

We will continue to promote and embed iCARE to support our Trust values and excellence in customer care.

Patients, carers and others service users will be involved in all service design and review.

Health coaching will be used as an approach to working with patients to support wellbeing, self-care and enablement.

Senior clinical leaders will work ‘back to the floor’ to provide support, role modelling and visibility.

We will work with our volunteers, such as Move Makers and mealtime companions to support the patient experience.

We will actively support the Dementia cafés and other patient and carer forums.
North Bristol NHS Trust’s Nursing, Midwifery and Healthcare Professionals’ Strategy review follows on from the ‘Framework for Care’ that detailed our response to RCN and The Patients Association guidance.

We have developed our values and adopted iCARE as a way of delivering these values. We have reviewed our delivery in light of the Francis Report (2013) and subsequent reports: Berwick, Keogh, Hart and Cavendish, and the NHS England Chief Nursing Officer’s (CNO) ‘6 C’s Compassion in Practice’. In 2016 the CNO published the updated vision and framework for Nursing ‘Leading Change, Adding Value’. The Trust strategy is in synergy with this and seeks to achieve better patient outcomes and experience as well as better use of resources for patients and nurses.

This is a strategy for patient care to make the most of our partnerships with our patients and also to provide focus for our Nurses, Midwives and Health Professionals. It supports and enables the Trust Strategy, the NBT Quality Strategy and the five year forward view.

The strategy will help us deliver outcomes of the national guidance in ‘Talent for Care (2014)’ and in the ‘Shape of Caring Review (2015)’, and through this alignment enables us to be ready to respond and implement the guidance and expectations therein.

Thank you to our Nursing, Midwifery and Health Professionals who have been instrumental in developing this framework.