

Caring with pride



The Nursing and Midwifery Strategy 2017 - 2020

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Welcome

I am delighted to introduce this strategy for Nursing and Midwifery for 2017-2020.

To be a nurse, a midwife or member of care staff is an extraordinary role. What we do every day has deep importance. We touch people's lives, whether that be enabling people to stay healthy and support their independence, helping people to recover from illness or providing care and comfort when people are coming to the end of their lives.

We deliver our care to patients in many environments; in acute and community hospitals and in patients own homes. Our profession can be hugely varied, stimulating and rewarding. Our privilege is to be the most important influence on the patients' experience.

Nursing is one of the most exciting and in-demand professions in the world today. The role is known globally and has many varied and diverse pathways. It focuses not only on care of individuals but of the family and communities in order that they may attain, maintain or recover optimal health and quality of life. Many of the traditional roles of nurses and midwives are currently changing and being diversified towards more specialist and advanced roles, this will help us to provide for the care needs of our patients over the coming years and create exciting opportunities for all grades of the profession.

We should celebrate our profession for the privilege it gives us, and for the positive impact we can have on all of our patients.



No matter what challenges we face, we will strive for the best care for all patients and the people that we support. We will ensure that we will deliver quality of care to every patient; and that they can, and should expect high quality compassionate care first time every time.

I believe that the implementation of our strategy will help us rise to this challenge.

Thank you all for the care that you give every day.

A handwritten signature in black ink, appearing to be 'B Geary'.

Beverley Geary
Chief Nurse
York Teaching Hospital
NHS Foundation Trust

Introduction

York Teaching Hospital NHS Foundation Trust provides a comprehensive range of acute hospital and specialist healthcare services for approximately 800,000 people living in and around York, North Yorkshire, North East Yorkshire and Ryedale - an area covering 3,400 square miles. Our annual turnover is over £400 million. We manage eight hospital sites, 1,100 beds (including day case beds) and have a workforce of over 8,500 staff working across our hospitals and in the community.

Our new Nursing and Midwifery Strategy sets out our priorities to achieve high quality, patient focused care, over the next three years, to embrace the opportunities the changing landscape presents. It sets out our shared purpose as nurses, midwives and care staff to deliver high quality, compassionate care, and to achieve excellent health and wellbeing outcomes.

The strategy has been developed with wide consultation of nurses, midwives and care staff to understand what is important to them and to agree what they would like to prioritise over the coming months; and also where they would like to focus during the next three years to continue to be a progressive and dynamic service. In order to deliver demonstrable improvements in care approach, the strategy will focus on four key areas:

- Experience and communications
- Workforce
- Safe, quality care
- Partnerships and efficiency

The strategy is consistent with the overall vision of the trust and the four organisational strategic themes of: quality and safety; finance and performance; people and capability; and facilities and environment ambitions. It also reflects national context and has been informed by the NHS Constitution and the NMC Code of Professional Practice, and aspires to the 10 commitments in Leading Change Adding Value (NHSE 2016) to narrow gaps in healthcare delivery and reduce unwarranted variation to improve outcomes, experience and resources.

Living our values

Our patients, values and behaviours are at the heart of all we do

- Caring about what we do
- Always doing what we can to be helpful
- Respecting and valuing each other
- Listening in order to improve

Care is our business



This strategy is based on the national strategy 'Compassion in Practice' (Department of Health, 2012) and sets out our commitment to helping staff reconnect with the behaviours of the 6Cs: Care, Compassion, Competence, Communication, Courage and Commitment. These are the behaviours that we want every member of staff in our organisation to aspire to, in everything they do.

The chief nurse team



Back L-R: **Emma George**, Assistant Director of Nursing - Scarborough and Bridlington; **Rebecca Hoskins**, Assistant Director of Nursing - Workforce; **Michael Shanaghey**, Assistant Director of Nursing - York; **Virginia Russell**, Assistant Director of Nursing - Community and Children's Services

Front L-R: **Elizabeth Ross**, Head of Midwifery; **Beverley Geary**, Chief Nurse; **Helen Hey**, Deputy Chief Nurse

The 10 commitments

'Leading Change, Adding Value' is underpinned by 10 aspirational commitments to help us focus on narrowing the gaps. By reducing unwarranted variation, we can close the three gaps identified in the Five Year Forward View, namely Funding and Efficiency, Care and Quality, Health and Wellbeing, to achieve the triple aim of improving experience, outcomes and making best use of resources.



- 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.
- 2 We will increase the visibility of nursing and midwifery leadership and input in prevention.
- 3 We will work with individuals, families and communities to equip them to make informed choices and manage their own health.
- 4 We will be centred on individuals to ensure they experience a high value of care.
- 5 We will work in partnership with individuals, their families, carers and others important to them.
- 6 We will actively respond to what matters most to our staff and colleagues.
- 7 We will lead and drive research to evidence the impact of what we do.
- 8 We will have the right education, training and development to enhance our skills, knowledge and understanding.
- 9 We will have the right staff in the right place, at the right time.
- 10 We will champion the use of technology and informatics to improve practice, address unwarranted variations and enhance outcomes.



Working with patients, families and carers

Experience and communications

We are committed to working with patients, their families and carers to deliver the kind of care they want to receive

We aim to improve patient experience year on year and to increase the number of patients who would recommend our hospitals to their family and friends.

In order to support and build upon good patient experience we will:

- Continually strive to improve the experience patients receive across all services.
- Communicate nursing messages well with our staff and our patients, using a variety of methods to ensure messages are communicated effectively to all.
- Support nurses, midwives, care staff and healthcare assistants to be physically and mentally healthy at work and recognise their contribution to care.
- Develop nursing services that meet the needs of patients, using patients and our governors as important sources of information to influence how healthcare looks.



Being the best



Workforce

We recognise the contribution of expert knowledge, skills and competence to patient care outcomes

Nurse staffing, skills and competencies are key to the delivery of safe, cost effective, high quality care. By ensuring nurses and midwives have the time to provide care, patients will receive a service that is delivered with compassion, dignity and respect.

In order to get staffing right we will:

- Develop and deliver the best internal education and training resources possible so our staff feel confident and competent to undertake their jobs.
- Develop and deliver multiple levels of leadership opportunities for staff and help them to confidently take on leadership at all levels.
- Recruit and retain staff into well designed and interesting roles. Use appropriate review frameworks to develop new and innovative roles, which give more staff opportunities to progress through a healthcare career.
- Spot talent at all levels and actively work with small groups to ensure senior nurse leaders of the future are supported and developed.

High quality, compassionate and safe care

Safe, quality care

Patients expect and deserve to receive high quality, compassionate and safe care in all environments and situations

All nurses and midwives are aware of the responsibility of, and accountability for, the care that they deliver, and will work to foster and promote a culture of safety which demonstrates the behaviours and supports our values as a profession and as an organisation.

In order to deliver high quality, safe, patient care we will:

- Have a confident workforce who can assess and report risks and escalate serious concerns quickly through the appropriate channels.
- Embed the use of the Ward Accreditation Tool in order to promote peer review and the opportunities this presents.
- Work with other disciplines to foster a culture of continuous improvement.



Innovation and evidence based practice



Partnership and efficiency

We aim to provide high quality, evidence based, care

In order to achieve this and to drive improvement we will measure outcomes in a way that is meaningful for staff. In addition to clinical outcomes we will also focus upon patients using feedback on their experience.

In order to measure the impact of care delivery we will:

- Work collaboratively with education providers to ensure we are jointly developing the local workforce we need.
- Work in partnership with other health and social care providers and with the voluntary sector to ensure we are generating efficient, well co-ordinated care for patients which uses resources to the best effect.
- Develop a safe culture where nurses and midwives can innovate in order to improve efficiency and try out new ways of delivering services.

Workplan

In order to ensure the delivery of the Nursing and Midwifery strategy we will set high level objectives articulating our priorities year on year. These will form the basis of a detailed action plan that will be delivered and monitored via the Nurse Executive Forum. In turn this will be reported to the Board to clearly demonstrate the improvements we are making.

The projects will, whilst linking with the four priority areas, triangulate with the patient safety strategy and the patient experience strategy to ensure consistency of approach.

- Experience and communications
- Workforce
- Safe, quality care
- Partnerships and efficiency



Experience and communications

Patient experience

- Monitor patient experience through complaints; compliments; surveys and Friends and Family Test
- Continue to develop the ability of directorates to demonstrate learning and actions following patient feedback
- Demonstrate openness and transparency by fully introducing Duty of Candour, monitored through panels and the Accreditation Tool

Staff experience

- Develop a platform where all staff can share and celebrate positive stories
- Ensure through the Star Awards and Celebration of Achievement that nursing and midwifery is recognised for excellent work
- Continue to develop staffs awareness of raising concerns and ensure they are listened and responded to
- With human resources, occupational health and ODIL develop formal and informal systems to support nurses and healthcare assistants physical and mental health wellbeing
- Conduct listening exercises to hear first hand staff experiences

Communications

- Maintain a schedule of Chief Nurse surgeries across all sites
- Undertake a review of how nursing issues are communicated and celebrated across all services
- Maintain nurse management team attendance at each preceptorship day
- Deliver a Chief Nurse communication quarterly which highlights key developments and achievements
- Review the process for patient level communication in conjunction with the communications team
- Review the process for patient written information in conjunction with Risk and Legal team

Involvement

- Undertake a programme of work that ensures patients help to shape services
- Develop services that support and recognise carers and family members contribution to patient care
- Work with governors to seek information and advice on experiences and opportunities for service developments

Safe, quality care

Reporting and escalating

- Have systems in place which ensure all nurses and healthcare assistants know how to report using DATIX
- Have systems in place which ensure all staff know what a serious incident and a never event is
- Have systems in place whereby all staff fully understand how to escalate matters of clinical concern and safety in and out of standard working hours

Learning lessons

- Through a standard assurance framework the nurse management team will be assured that lessons are being learned and actions taken to mitigate risks
- Adopt and standardise a model of continual peer review assessment via the Accreditation Tool process; and support staff to improve the care environments and the care delivered through action planning
- Have systems in place to monitor

continuous substandard performance (dashboards) and assist wards / units / teams to improve by supporting with enhanced measures

- Celebrate improvement and continuous high level achievements through nurse management team communications and recognition systems

Investigating and improving

- Link complaints, human resources and risk investigation training to realise the similarities
- Continue to deliver complaints specific training
- Use the standard assurance framework to ensure nurses undertaking investigations are completing investigations, and writing and presenting reports to a timely and professional standard
- When teams / individuals are falling below the standard expected either deliver group or individual support to continually improve standards

Education and training

- Monitor and support staff to undertake and maintain their statutory and mandatory training requirements
- Work with Clinical Skills teams to ensure that staff access and develop expert knowledge and skills; including specialist skills
- Work with Practice Learning teams to develop the best learning environments for non-medical learners
- Review and deliver the preceptorship programme for new nurses
- Develop and deliver programmes of education and training which support the development of associate practitioners and nursing associates

Leadership

- Establish a programme of work for future senior nursing leaders
- Develop the leadership potential of all healthcare assistants and nurses
- Develop a culture where access to personal development and coaching is promoted
- Support an annual programme of developments that ensures the nurse management team and senior nurses have 'time out' for reflection and development

Recruitment and retention

- Review and maintain the recruitment, retention and reporting nurse and midwifery staffing levels meeting
- Develop well designed jobs and careers that individuals understand
- Use the principles of the Calderdale Framework to develop the right staff, with the right skills
- Develop a career framework for assistant practitioner positions
- Develop a career framework for nursing associate positions
- Undertake scheduled skill mix reviews, and acuity and dependency audits

Future proofing

- Work with human resources to identify talent through the appraisal system
- Establish an active programme of talent development for Band 5 and Band 6 nurses
- Understand the nursing age profile and actively succession plan for roles at Band 7 and senior nurses

Partnerships and efficiency

Education providers

- Work with colleges, universities and other education providers to develop appropriate training for the care staff needed for the Trust
- Develop programmes of education that are innovative and give opportunity, where possible, for local people to develop skills to enter into and be promoted through health care careers
- Work with local schools to promote nursing and care professions

Health, social care and voluntary sectors

- Improve understanding of other local healthcare providers and how best to develop joint services
- Improve understanding of opportunities to work across social care sector
- Work towards improved integration by jointly reviewing acute and community roles and shaping nursing services around patients' needs

Make every efficiency and penny count

- Improve understanding across all nursing on Trust finances and efficiency targets
- Put systems in place which support nurses to drive efficiency and innovation



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