South Tees Nursing and Midwifery Strategy

2015 – 2018

Delivering High Quality Compassionate Care Every Time

together we do the amazing
Nurses and midwives are the largest part of the workforce both within the organisation and across the NHS. Delivering care 24 hours a day 7 day per week, 365 days per year we are in the unique and privileged position to give patients and service users the best possible care.

This strategy has been informed by both national and local context and developed in consultation with nurses and midwives across the organisation. It clearly articulates the three-year vision and makes explicit my expectation of every nurse and midwife in the trust and their individual responsibility in the delivery of safe compassionate care.

The strategic intent spans a three-year period. Clear tangible improvements and actions will be set and evaluated annually to acknowledge the pace of change and ensure the strategy is dynamic and continues to reflect contemporary issues.

It is absolutely clear that the nursing and midwifery workforce will need to transform through the development of new roles and new ways of working to ensure we have a workforce that is fit for purpose in a modernised, reformed and integrated NHS.

Clear leadership and accountability together with a culture where mediocrity is not accepted as good enough are critical components to the delivery of high quality care and are concepts which underpin the strategy.

The term ‘nurses and midwives’ encompasses all nurses, midwives, operating department practitioners, assistant practitioner and nursing / midwifery assistants delivering and supporting care throughout the organisation.
My vision for nursing and midwifery at South Tees:

- Nurses and Midwives will deliver care underpinned by the fundamental values of the six Cs - Courage, Compassion, Communication, Care, Competence and Commitment
- We will be an organisation in which nurses and midwives aspire to work - the ‘Employer of choice for the North of England’
- We will be known as an organisation where nurses and midwives will be developed to their full potential through educational opportunities with extended and diverse career pathways
- We will provide truly integrated services across all care settings, challenging boundaries and ‘silo’ working
- We will be known as an organisation which supports our colleagues to be innovative, research aware and continuously seek to improve care and services we provide

The ‘Five Year Forward View’ (2014) sets out the challenges the NHS faces, focussing on prevention and working across organisational boundaries to deliver care in a radically different way. Nurses and midwives are well placed to lead this transformation and it is essential that developing the leaders of tomorrow is a principle which underpins this strategy.

What does remain constant however is the need to deliver safe, effective, individualised compassionate care in all settings. Building on the strong foundations of quality, this strategy focuses on reducing variation, improving operational processes and getting it right every time for every patient. Care we would want and expect for our family.

I am genuinely privileged to introduce this strategy and would like to use the opportunity to acknowledge and thank nursing and midwifery colleagues for their continuous commitment and hard work. Your contribution is greatly valued and very much appreciated.

Gill Hunt, Director of Nursing
Our mission is to: provide high quality, safe and integrated specialist, secondary and community healthcare services for patients, their families and carers

Our vision is to: set the national standard for excellence in patient safety, quality and continuous improvement

Our values are: delivering continuous quality improvement, putting our patients at the centre of everything we do; supporting, respecting and valuing each other.
This strategy is consistent with the overall vision of the trust and the four organisational strategic themes of:

- Quality and patient safety
- Business sustainability
- Operational excellence
- Organisational capability

It also reflects national context and has been informed by:

- The Five Year Forward View (2014)
- Raising the Bar, The Shape of Caring review (2015)
- The Revised Code for Nurses and Midwives (2015)

The six core values of care, compassion, competence, courage, commitment and communication (Compassion in Practice 2012) remain totally relevant and clearly define how we as a profession approach care.

Strategic Context

This strategy has been written in consultation with nurses, midwives and other clinical colleagues and reflecting their views has been presented utilising the ‘South Tees Keys’ headings of:

1. **Sign up to safety**
   - Patient safety

2. **Right care, right place, right time**
   - Clinical effectiveness

3. **At the heart of the matter**
   - Patient experience
Strategic objective: put safety first, committed to reduce avoidable harm

This means we will deliver care with a clear focus on preventing avoidable harm; ensuring interventions are evidenced-based to achieve the best clinical outcomes while helping patients to feel safe in clean environments suitable for their needs.

Safe care is cost effective and reducing variation is critical to the delivery of financial sustainability. Measuring both care and outcomes in a systematic way and accountability and ownership of standards are crucial to achievement. It is essential that each nurse and midwife is able to clearly link their individual practice with the aims of the wider organisation in this regard.

To achieve this in 2015/2016 we will:

- Work collaboratively to deliver a culture of mutual learning and improvement and achieve improvements in line with agreed trajectories for:
  - Pressure ulcer reduction
  - HCAI reduction
  - Falls
- Actively participate in the Regional Patient Safety Collaborative for falls and pressure ulcer prevention
- Review quality dashboard for the in-hospital setting

- Scope a detailed plan for on-going improvements in nursing documentation and record keeping
- Further develop the use of Vital Pac to support early recognition of the deteriorating patient, treatment of sepsis and acute kidney injury
- Being open / duty of candour
  - Review practice to ensure systems and processes support a culture of transparency with a programme of education for frontline staff
- Human factors
  - Incorporate education and awareness into training programmes
- Participate in the ThinkSafe programme utilising the colorectal and cardiothoracic surgical pathways as pilot sites
- Standardise the ‘Knowing How You’re Doing’ board across the organisation, linking to the N&M strategy
Strategic objective:
Care delivered by the most appropriate clinician, at the most appropriate location, first time

This means we will ensure the nursing and midwifery workforce has the skills, competence and values necessary to meet the needs of the population we serve. We will ensure staffing levels are safe and sufficient to deliver effective care whilst ensuring systems and processes support the most efficient use of resource.

To achieve this in 2015/2016 we will:

- Produce a detailed workforce plan for nursing and midwifery to reflect the organisational strategy
- Review the nursing and midwifery operating model to strengthen leadership in line with overall trust strategy,
- Continued strategic focus on the recruitment and retention of adult Registered Nurses to mitigate the demand and supply gap
- Implement a career framework for non-registered clinical staff
- Standardise and further develop the role of the Band 4 Assistant Practitioner
- Agree and quantify the need for nurses and midwives in advanced practice roles by Centre
- Ensure the supervisory ward leader is implemented in all Centres
- Develop key deliverables / indicators for the supervisory ward leader
- Support the frontline leaders programme
- Ensure organisational readiness for the Revalidation of nurses and midwives
- Ensure safe staffing levels are set and monitored in line with national guidance.
- In addition to adult inpatient areas undertake establishment reviews in both maternity services and the inpatient children’s wards
- Decentralise the production of electronic rosters, closely monitor compliance with KPI’s
- Continue to influence education and training commissioning regionally and nationally via Health Education North East to ensure provision is consistent with organisational priorities
- Review systems and processes to ensure the standards as specified in the Care Certificate are achieved
- Lead and participate in transformational work streams to model and deliver sustainable, viable clinical services in the challenging financial context
- Develop and launch a strategy to build research and development capability within the nursing and midwifery profession
At the heart of
the matter

**Strategic objective:**
**Delivery of individualised compassionate care, every time**

This means genuinely putting the patient at the centre of everything we do in the delivery of compassionate individualised care. We will promote and support patients to make informed decisions about their own care and if they are not able to do so will always act in their best interests. As an integrated provider we are privileged to care for patients in a number of settings both in and out of hospital, working in partnership with patients and carers to promote independence and make sure transitions between services are smooth and well communicated.

To achieve this in 2015/2016 we will:

- Make significant measurable improvements in the discharge process in line with the Emergency Care Pathway objectives
- Deliver improvements in the complaints process in line with Quality Account objectives
- Produce a training programme to further develop investigation skills for leaders
- Improve the experience of service users with dementia
  - Deliver awareness training to a further 1700 front line staff
  - Embed the principles of person centred care
  - Produce centre specific actions plans in response to national audit results
- Accreditation system for quality of care
  - Further roll-out of the South Tees Accreditation for Quality of Care in all inpatient areas
  - Develop measures and processes for community services and non-inpatient areas
- Develop a system of real time feedback for children and their parents/carers
- Produce and implement a ‘carers’ strategy