

NORTHUMBERLAND TYNE AND WEAR NHS FOUNDATION TRUST

BOARD OF DIRECTORS MEETING

Meeting Date: 29 April 2015

Title and Author of Paper: Nursing Strategy Annual Report
Gary O'Hare, Executive Director of Nursing and Operations

Paper for Debate, Decision or Information: Information

Key Points to Note:

In March 2014, NTW Nursing Strategy Delivering Compassion in Practice 2014 – 2019 was launched at our second annual Nursing Conference with a Call to Action for the whole of our nursing workforce.

The aim of the strategy is to enable the Trust to;

- Set the future direction for the nursing and care workforce
- Provide a clear framework for the Trust nursing workforce to deliver the Trust vision and strategy and embed its values
- Provide a framework for professional governance and assurance and development requirements underpinning the strategy
- Provide a framework for professional communication within and across the nursing workforce
- Provide a platform to build and strengthen nursing leadership
- Since the launch of the nursing strategy the senior nursing team have led on a number of activities aligned to the six strategic aims;
- Helping people to stay independent, maximising wellbeing and improving health outcomes
- Working with people to provide a positive experience of care
- Delivering high quality care and measuring impact of care
- Building and Strengthening Leadership
- Ensuring we have the right staff, with the right values and skills, in the right place
- Supporting positive staff experience

This annual report outlines achievements to date.

Outcome required: The Board of Directors are asked to note the content and report and progress against strategic aims.

Nursing Strategy: Delivering Compassion in Practice Annual Report.

Shining a light on the future



Background

In March 2014 NTW Nursing Strategy Delivering Compassion in Practice 2014 – 2019 was launched at the second annual nursing conference with a “Call to Action” for the whole of the nursing workforce aligned to six strategic aims, each underpinned by key commitments which will focus effort and energy and create a positive impact on patient and service user care:

- Helping people to stay independent, maximising well-being and improving health outcomes
- Working with people to provide a positive experience of care
- Delivering high quality care and measuring the impact of care
- Building and strengthening leadership
- Ensuring we have the right staff, with the right skills, in the right place
- Supporting positive staff experience

The strategic aims are focused on the delivery of the 6 C's;

Care: Care is our core business and that of our organisation and the care we deliver helps the individual person and improves the health of the whole community. Caring defines us and our work. People receiving care expect it to be right for them, consistently, throughout every stage of their life.

Compassion: Compassion is how care is given through relationships based on empathy, respect and dignity; it can also be described as intelligent kindness and is central to how people perceive their care.

Competence: Competence means all those in caring roles must have the ability to understand an individual's health and social needs and the expertise, clinical and technical knowledge to deliver effective care and treatments based on research and evidence.

Communication: Communication is central to successful caring relationships and to effective team working. Listening is as important as what we say and do and essential for “no decision about me without me”. Communication is the key to a good workplace with benefits for those in our care and staff alike.

Courage: Courage enables us to do the right thing for the people we care for, to speak up when we have concerns and to have the personal strength and vision to innovate and to embrace new ways of working.

Commitment: A commitment to our patients and populations is a cornerstone of what we do. We need to build on our commitment to improve the care and experience of our patients, to take action to make this vision and strategy a reality for all and meet the health, care and support challenges ahead.

The Nursing Strategy does not exist in isolation; it interacts with and supports the Trust's strategic direction, workforce, governance, involvement and inclusion, and service strategies to create a firm foundation on which to future proof our nursing workforce.

This paper outlines some of the key achievements to date.

Delivering Compassion in Practice: Nursing Conference March 2014

The second annual conference was attended by over 150 of nursing staff with key note speakers:

- Dr Geraldine Strathdee National Clinical Director for Mental Health, spoke of the vital role nurses play in making recovery a reality in mental health services - focusing on parity and recovery; parity of physical mental health care; parity in patient and professional relationship. Dr Strathdee outlined parity means making the best practice, routine practice and ending post code/team lottery.
- Sue Macmillan, CQC Head of Mental Health Policy, outlined the refreshed role of CQC; A Fresh Start Monitoring, Regulation and Inspection of Mental Health Services and the move to compliance based on professional, intelligence based judgements with clear reports that talk about safe, effective, caring well led and responsive care.

Since the launch at the Conference senior nursing staff have been working across services and in partnership to deliver on key commitments.

Values Based Central Recruitment

In 2014 a values based central recruitment process for all nursing and care staff posts was introduced. Led by senior nursing staff in partnership with workforce colleagues and with the involvement of service users and carers we have continued to develop and refine the process in line with national recommendations and underpinned by the 6C's.

This innovative approach recently saw the Central Recruitment Team awarded the Partnership Award at the recent Trust Valuing Excellence Awards and recognition by NHS Employers.

Over the 7 campaigns between March 2014 – 15 we have seen the introduction of:

- Assessment centres testing the literacy and numeracy skills of potential candidates and most importantly values through an interactive session which informs second stage short listing

- Values based interview questions based on the 6C's and Professional Codes reviewed before each campaign to ensure they reflect the national agenda
- Selection panels made up of senior nurses including;
 - Executive Director of Nursing
 - Group Nurse Directors
 - Senior Clinical Nurses
 - Nurse Consultants
 - Clinical Nurse and Ward Managers
- Matching applicant skills and knowledge to vacancies by experienced senior nursing staff
- Applicant direct contact to senior nursing staff who can advise on an individual basis with regard to recruitment and career opportunities
- Open days; senior nursing staff recently hosted an Open Day which was attended by over 200 aspiring applicants and provided an opportunity to meet nursing staff and gain an insight into our services and application process
- Attendance at national recruitment fairs to widen our recruitment drive

Currently we are working with the Head of Communications to develop a recruitment and marketing strategy – the aim of which is to increase our national profile and demonstrate our wide variety of specialisms.

Workforce Planning and Development

In 2014 in order to progress the Nursing Strategy and deliver the national agenda we have developed our Nursing Workforce Plan which integrates the nursing and workforce strategies, not only in terms of numbers but importantly in terms of workforce knowledge, skills and competence in order to better inform external education (both pre and post registration) and vocational training targets.

To achieve our ambitions we have:

- Developed a Nursing Workforce Plan which was discussed at the Workforce Programme Board and is the pre cursor to the Allied Health Professional and Medical Workforce Plans and takes into account implications of workforce demographics. This work will enable us to better inform commissioned numbers for pre-registration training and CPD contract
- Developed comprehensive nursing workforce career and development pathways from entry level to Consultant Nurse level

- Developed competency based job descriptions for the nursing workforce and standardised titles which are used in all recruitment
- Developed a competency framework which supports Registered Nurses to work across fields of practice in both mental health and learning disabilities

Professional Nursing Development

In March 2015 the NMC launched a revised Code: Professional Standards of Practice and Behaviours for Nurses and Midwives and will introduce revalidation for all nurses and midwives from October 2015. Revalidation will build on the current requirements regarding practice hours and continuous professional development.

We are confident that the work already undertaken during 2014 will provide a firm foundation for nurses to meet their professional requirements of continued registration. To date we have:

- Issued a “Call to Action” to all of our nursing workforce which will underpin the appraisal system and demonstrate embedding of the 6C’s and NTW Nursing Strategy
- Established a Professional Nursing Forum designed to provide a governance structure to take forward Trustwide nursing initiatives and monitor service implementation of the nursing strategy
- Established Care Group Nursing Forums to support the implementation of the nursing strategy and embedding 6C’s in practice
- Undertaken a scoping exercise of the qualifications of existing registered nursing workforce to inform the CPD contract review
- Ensured all staff are aware of the revised Code and Revalidation via ward manager and clinical nurse manager forums providing presentations for discussion at team meetings
- Delivered regular ward manger, clinical manager and service manager forums

At present we are:

- Developing competency based frameworks aligned to job descriptions which will support revalidation process and underpin Trust appraisal system
- Developing revalidation portfolio and audit process

Extending Scope of Practice

The Nursing Strategy makes a commitment to increase the number of Non-Medical Prescribers and AC/RC roles which extends the scope of practice for registered nurses.

Approved Clinicians and Responsible Clinicians

- We have continued to increase the number of nurses taking on this role across the Trust. In addition to those who have completed we have supported a further five Nurse Consultants to pursue accreditation this year.
- Established peer support groups which provide support and reflection led by an experienced AC

Non-Medical Prescribing

- Supported a further cohort of 20 registered nurses to commence Spring 2015 on the non-medical prescribing programme with University of Northumbria
- Worked in partnership with Northumbria University to deliver access to a physical health module to support this programme
- Reviewed internal processes for application ensuring candidates have the pre requisite skills and in a role in which they can practice
- Revisited governance arrangements including working in partnership with Trust HR team to establish a database aligned to ESR. Practitioners will be required to provide an annual basis evidence of continuing professional development.

Widening Participation

As part of our commitment to providing career and development pathways for the whole of the nursing workforce we have:

- Worked in partnership with the Trust Vocational Training Team to develop service specific vocational pathways which will support our commitment to ensuring all non-registered staff have a vocational qualification
- Introduced Assistant Practitioner roles designed to create skilled non registered staff who will provide high levels of service in a safe and competent manner to release time to care for registered nurses
- Introduced entry level Band 2 Health Care Assistant posts which will enable applicants to gain experience in working in a care setting
- Developed competency based frameworks aligned to job descriptions to support ongoing development and aligned to appraisal system

- Continued to provide access to Foundations Degrees in partnership with Teesside University; this enables the non- registered nursing workforce to apply for Assistant Practitioner posts and access to nurse training
- Worked in partnership with the Open University and HENE to provide access to and support delivery of a part time BSc (Hons) in Mental Health Nursing with 17 staff recently commenced on this innovative programme
- Supported a Pre Nursing Pilot Programme with 15 staff taking part in this national pilot

Health and Wellbeing

Ensuring our staff are equipped with the skills and knowledge in improving physical healthcare to reduce premature mortality in people with mental illness and learning disability and to improve the health and wellbeing of all of our service users is of great importance.

In 2014 with the introduction of the National CQUIN target we have;

- Implemented the role of Physical Health Link Nurses and Community Health Champions across the organisation
- Held our first Physical Health Conference which included key note speaker Dr Alan Cohen Director of Primary Care at Broadmoor Hospital and launched the CQUIN target
- Implemented in partnership with training staff a comprehensive three tier physical health training programme and a physical health skills passport
- Appointed a Physical Health Lead Nurse to deliver the work plan in partnership with NHS IQ

Next Steps

Nursing Conference 2015 Delivering Compassion in Practice: Promoting Professionalism and Trust

Our third annual conference is scheduled for the 23rd June. Focus will be one year on since the launch of our nursing strategy and we have sent out a call to the entire nursing workforce to tell us how they are meeting the Call to Action.

Key note speakers this year include Len Bowers Professor of Psychiatric Nursing at South London and Maudsley who will speak on the Safe Ward project.

Workshops will include;

- Developing new career and development pathways where we will look at vocational pathways and the development of new roles such as Assistant Practitioners and extending the scope of practice for registered nurses with non-medical prescribing and the role of the RC/AC
- Role of the Peer Support Worker ; development of recovery college and an introduction to IMROC
- Creating Research Briefs: getting started
- Developing the role of Physical Health Link Nurses and Health Champion

Senior Nursing Steering Group