

Nursing and Midwifery Strategy 2018-2020



Sherwood Forest Hospitals
NHS Foundation Trust



Dedicated to Outstanding care



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Foreword from Suzanne Banks, Chief Nurse

Welcome to Sherwood Forest Hospitals Nursing and Midwifery Strategy. I am immensely proud to be working alongside you to provide outstanding care to our patients and our local community.

I am passionate about ensuring that every patient is provided with the standard of care that we would want for our loved ones. As nurses and midwives we are in a very privileged position of coming into contact with patients and their families at some of the most vulnerable times in their lives.

We make a huge contribution to ensuring safe and effective care to our patients 24 hours a day, seven days a week. Part of our role is to ensure that we support our patients during admission, by preventing them from the deconditioning effects of staying in bed for too long. We also have a responsibility to ensure our patients are discharged home as quickly and safely as possible to minimise unnecessary time spent within our hospitals. That is why during 2017 we focused on Red2Green, #endpjaralysis and #last1000days. Throughout 2017 we trained 1794 staff across the Trust over 100 days and made our commitment as a Trust to focus on these aspects of patient care.



We continue to make significant improvements in our recruitment of nurses and midwives. Nationally, we know this is a problem and there is no obvious solution to rectify this. However, new staff that are joining us are talking about what a warm and welcoming organisation we are. Let us maximise this as our unique selling point alongside providing outstanding care for our patients and this will go some way to helping us recruit in what will be a very challenging time ahead.

Our strategy has taken shape over several months and has been co-created and consulted on with 740 of our staff through discussions, presentations and team meetings. The strategy aligns with the Trust's five strategic priorities and our commitment to being Dedicated to Outstanding Care. This is therefore your strategy and fully informed and developed by you.

Thank you for your ongoing support and commitment to providing excellent care to our patients and I look forward to working with you to deliver our strategy for 2018 – 2020.

Best wishes,

Suzanne

Foreword from Richard Mitchell, Chief Executive

We are really proud of our nursing and midwifery staff here at Sherwood Forest Hospitals (SFH). On a daily basis I see so many great examples of kind and compassionate care from our nursing and midwifery teams, with many going above and beyond for our patients.

This strategy sets out the standards of care that we want to provide at SFH over the next two years. As a Trust we are aiming to provide the outstanding kind of care that we would want for our own friends and family.

We have some very well embedded CARE values, which I know our staff work hard to achieve on a daily basis. This strategy encompasses these values and highlights the significant role that our nursing and midwifery staff play in maintaining our high standards of care.



This document has been co-created with a number of nursing and midwifery teams throughout the Trust, who have agreed to a number of pledges to help maintain and improve care to our patients. The passion and dedication of our nursing and midwifery workforce to provide excellent patient care certainly comes across in these statements.

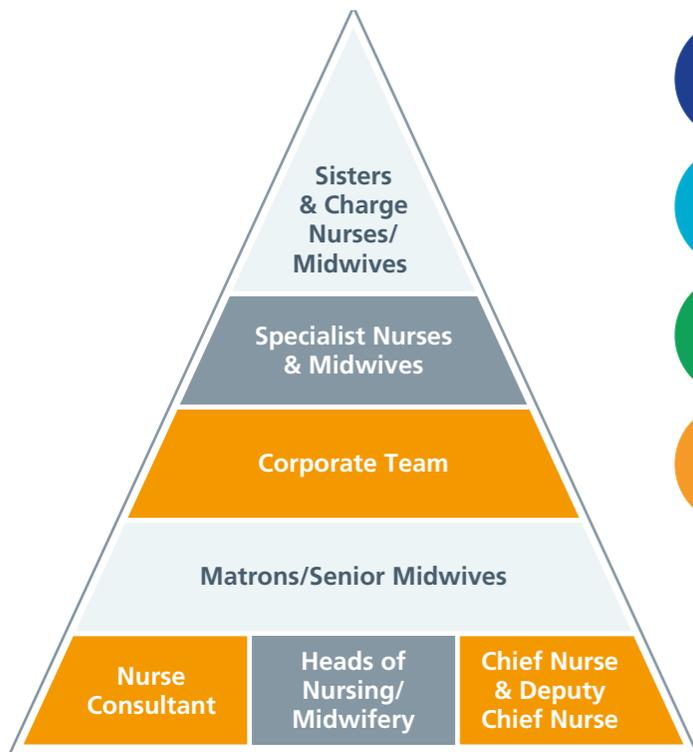
By aligning this strategy with our five strategic priorities I hope that it will strengthen our commitment to providing outstanding care whilst providing our nursing and midwifery teams with key guidance and motivation.

Thank you for your hard work and dedication. I look forward to seeing you deliver this strategy alongside our Chief Nurse, Suzanne Banks, who I know is passionate about the aims of this strategy and will help to embed them within the organisation over the next two years.

Richard



Nursing & Midwifery Leadership at Sherwood Forest Hospitals



CARE Values

C	Communicating and working together	We will proactively engage with each other, share information, keep people informed, listen and involve people and work as one team.
A	Aspiring and improving	We will set high standards, give and receive feedback in order to learn, keep improving and aspiring to excellence.
R	Respectful and caring	We will treat everyone with courtesy and respect, show care and compassion, support and value each other.
E	Efficient and safe	We will act competently and be reassuringly professional, demonstrate reliability and consistency to engender confidence, and be efficient and timely and respectful of other's time.

Nursing and Midwifery Code (NMC)

The NMC code contains the professional standards that as Registered Nurses and Midwives we must uphold.

UK Nurses and Midwives must act in line with the code, whether they are providing direct care to individuals, groups or communities or bringing our professional knowledge to bear on nursing and midwifery practice in other roles such as leadership, research or education.

The standards include ensuring practice is safe, effective and puts the interests of patients and service users first and promoting trust through professionalism. The code underpins all that we do as nurses and midwives and fundamentally supports our strategy.

The NMC Code is one code and four themes which combined signify good nursing and midwifery practice with the aim of public protection.

The four themes are:



Prioritise people



Practice effectively



Preserve safety



Promote professionalism & trust



Leading Change, Adding Value – Chief Nursing Officer for England Strategy

Chief Nurse for England, Jane Cummings, launched this strategy in 2016. It represents a national framework for all nursing, midwifery and care staff.

Nursing, midwifery and care staff have a crucial role to play in closing the three gaps identified in the Five Year Forward View – the health and wellbeing gap, the care and quality gap and the funding and efficiency gap, by ensuring that everything we do is of high value. We have captured all these aspects within our strategy.

Nursing, midwifery and care staff form the largest proportion of health and care workforce; they have a key leadership role in delivering a positive impact on outcomes, experience and better use of resources. The overall objective of the triple aim is to develop a high quality, financially sustainable service to achieve:

- Better outcomes
- Better experiences for staff and patients
- Better use of resources

There are 10 commitments that are aspirational statements to help us as nurses, midwives and care staff to focus on narrowing these three gaps.

- 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 experiencing high value 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 places and at the right time
- 10** We will champion the use of technology and informatics to improve practice, address unwarranted variations and enhance outcomes

The 6Cs remain as our value base in all that we do:

Care
Compassion
Commitment
Competence
Courage
Communication

Strategic Priority: 1 – To provide outstanding care to all patients



As nurses and midwives we will ensure the care for our patients and their families is personalised and informed by what matters to them.

We will:

- Create a kind, friendly and caring environment in which we deliver care;
- Promote and work within all standards set out in regulatory and professional codes;
- Demonstrate strong clinical leadership and role modelling;
- Communicate effectively, promoting patient safety and ensuring professional accountability;
- Work collaboratively with medical and health care professional partners to prioritise patient safety and deliver harm-free care;
- Promote a culture of shared learning, using mortality reviews, incidents, benchmarking and positive experiences to inform our working practices;
- Actively listen to patients' feedback and provide monthly 'patient stories' to the Board of Directors as examples of learning in wards, departments and divisions;
- Identify positive and negative practice;
- Know and describe 'what good looks like';
- Empower nurses and midwives to be strong advocates and to safeguard our patients;
- Encourage a culture where providing individualised care is everyone's priority.



Strategic Priority: 2 – To support each other to do a great job



As nurses and midwives we will support our workforce with the expertise, knowledge and skills to provide safe care for our patients.

We will:

- Work collaboratively with all colleagues;
- Care for the physical and mental health and well-being of our staff and patients;
- Develop and follow a Practice Development plan for each ward and clinical department, using expertise from specialist nurses;
- Demonstrate that every individual practitioner upholds his/her own professional practice;
- Maximise and liberate the potential from our nursing and midwifery teams;
- Ensure that our Registered Nurse/ Midwife and Healthcare Assistant induction is aligned to the current nursing agendas and our Nursing and Midwifery Strategy;
- Promote coaching, mentoring and preceptorship;
- Develop and deliver our Ward and Department Accreditation Programme;
- Hold each other to account, as defined in our Values and Behaviours Framework;
- Actively listen, learn and act upon our staff surveys and exit interviews; ensure we feed back the learning;
- Actively listen to feedback from patients / children and their families;
- Create a transparent, honest and open culture where learning from significant events is everyone's business;
- Create a climate where everyone feels empowered to raise concerns and act on them appropriately;
- Recruit talented staff who share our vision and values and demonstrate our required behaviours.



Strategic Priority: 3 – To inspire excellence



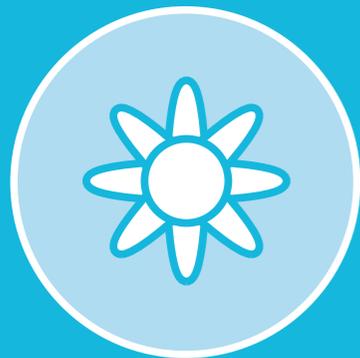
As nurses and midwives we will deliver evidence – based care, by reducing unwarranted variations and standardising best practice.

We will:

- Develop a model of clinical supervision and give opportunities for staff to participate;
- Demonstrate stable and effective leadership and create a workforce that feels valued and trusted;
- Celebrate success and achievements throughout the year by committing to the Chief Nurse and Staff Excellence Awards and through encouraging participation in external recognition awards;
- Deliver excellent standards of governance through established and newly developed policies relevant to our services and based on evidence;
- Promote critical thinking and professional judgement through education, evidence based practice, research and effective policies;
- Promote and support research delivery to ensure we are able to offer our patients the latest advances in care and treatments;
- Demonstrate behaviours that reflect our professionalism and Trust Care Values;
- Demonstrate that our uniforms promote professionalism and are identifiable to colleagues and patients;
- Demonstrate we use professional introductions, #hellomynameis...
- Support and develop our nursing and midwifery teams through education, practice development and involvement in clinical trials, research and home grown studies;
- Undertake and participate in meaningful annual appraisals and performance management;
- Support nurses and midwives to meet all criteria for successful revalidation.



Strategic Priority: 4 – To get the most from our resources



As nurses and midwives we will recruit and retain our most valuable asset – our staff. As nurses and midwives we will effectively and proactively manage all our resources.

We will:

- Undertake an annual staffing review, which will include risk and skill mix assessments, based on clinical need and competence, quality of care and patient experience;
- Demonstrate all nursing and midwifery standards and pledges are clearly defined;
- Ensure our nursing and midwifery rosters demonstrate appropriate clinical skills and leadership across shifts;
- Increase the number of substantive Registered Nurses and Registered Midwives on the wards and in clinical departments to reduce temporary staffing;
- Nurture our student nurses and midwives to become substantive Registered Nurses and Midwives at the Trust;
- Create a positive learning environment for students and actively seek their feedback;
- Develop innovative nursing and midwifery roles, such as Associate Nurses and Advanced Care Practitioners;
- Consistently adhere to the safe staffing guidance, based on acuity and dependencies;
- Work collaboratively with the Multi-disciplinary team and encourage cross-boundary working to reduce duplication for patients;
- Reduce unwarranted variation by standardising and maintaining equipment;
- Challenge waste and inefficiencies;
- Minimise non-value added time for patients- #Red2Green; #last1000days #endPJparalysis.



Strategic Priority: 5 – To play a leading role in transforming the health and care of our community



As nurses and midwives we will provide a service to our local community that people can trust, feel safe within and be proud of.

We will:

- Strive to exceed our patients' and families' expectations of care;
- Demonstrate that our patients and carers are regarded as partners in their care;
- Promote 'making every contact count';
- Promote self-care for patients with Long Term Conditions, support healthy ageing and improve population health;
- Work with all our partners and stakeholders to develop learning environments;
- Collaborate with our partners to work across traditional boundaries;
- Develop and revitalise integrated models of care – for example, End of Life Care model;
- Promote partnership working throughout local communities to encourage wellness;
- Provide care that supports admission avoidance strategies and ambulatory care pathways;
- Develop a workforce model to ensure our patients receive care from the most appropriately skilled practitioner, delivering Right Care, Right Time, and Right Place.



Heads of Nursing pledges

- To be **empathetic, sensitive and calm** whilst providing **outstanding, safe care** to patients.
- To be **supportive, engaging, approachable and respectful** to all.
- To be **encouraging**, positive and adaptive to help **inspire excellence**.
- Striving to **help staff develop** and get the most from our resources.
- To feel **empowered to challenge** ways of working to play a **leading role in transforming local health** and care services.



Communicative



Matron



Matron pledges

- Take a **genuine interest in patients** and put them first to provide outstanding care.
- To ensure **all levels of staff are listened to and well supported** to do a great job by maintaining visibility in clinical areas.
- To conduct **regular one to ones** to inspire excellence and progression.
- To be **available to make key decisions** regarding resources.
- To **continuously improve services** in order to play a leading role in transforming our local health and care services.

Ward Sisters and Charge Nurse pledges

- **Putting patients first** to provide outstanding care.
- To **instil trust, pride and respect** in our team and clinical area.
- To **provide assurance and manage talent** to get the most from our resources.
- To be supportive and act as mentors and role models and **inspire staff to be excellent** in everything they do.
- To act as **supportive leaders** and enable our patients to get home in a timely manner through safe, effective discharge and excellent communication.





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