

## Northumberland, Tyne and Wear NHS Foundation Trust

### Board of Directors Meeting

Meeting Date:	22 <sup>nd</sup> June 2016
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Title and Author of Paper:	Nursing Strategy Annual Report Michelle Hall
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Executive Lead:	Gary O'Hare, Executive Director of Nursing and Operations
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Paper for Debate, Decision or Information:	Information
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Key Points to Note:	<p>This paper provides an update to the Board of Directors on the key achievements two years on since the launch of the Trust's Nursing Strategy 'Delivering Compassion in Practice'.</p>
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Risks Highlighted to Board :	None
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Does this affect any Board Assurance Framework/Corporate Risks? Please state Yes or No If Yes please outline	No
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Equal Opportunities, Legal and Other Implications:	N/A
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Outcome Required:	The Board of Directors are asked to note the content of the paper.
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Link to Policies and Strategies:	<ul style="list-style-type: none"> <li>• NTW Nursing Strategy Delivering Compassion in Practice 2014 – 2019</li> <li>• Nursing Revalidation and Triennial Review (NMC) SA-PGN-03 Part of NTW(HR)09 – Staff Appraisal Policy</li> </ul>
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## **NURSING STRATEGY**

### **DELIVERING COMPASSION IN PRACTICE ANNUAL REPORT**

#### **Background**

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 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 Trusts strategic direction, workforce, governance, involvement and inclusion and service strategies creating a firm foundation on which to future proof our nursing workforce.

### **Two Years on.....Working in partnership what have nurses in NTW achieved?**

#### **Annual Nursing Conference**

Our annual nursing conference provides us with an opportunity to reflect ; focus on the way ahead and provides an opportunity for nursing staff to come together to listen; learn and share our experiences. Each year we have seen conference numbers grow and it has now become an important part of our nursing calendar.

In June 2015 our conference focused on promoting professionalism and trust; key note speakers included:

- Bev Reilly (Chair) Director of Nursing and Quality, Cumbria and North East NHS England who spoke of the challenges faced by the NHS and the need to develop new models of care. Focusing on the nursing leadership challenge she spoke of the need to have the ability to deal with the pressures of today and to be part of the vision and leadership of tomorrow; nurturing this skill within ourselves as well as others.
- Guy Cross DoH Policy Lead Positive and Safe. Guy spoke of the importance of cultural change and the way in which together Positive and Proactive Care and A Positive and Proactive Workforce provide a framework to radically transform culture, leadership and professional practice to deliver care and support which keeps people safe and promotes recovery.
- Professor Len Bowers Professor of Psychiatric Nursing South London Maudsley NHS Foundation spoke about the development, trial outcomes and implementation of the Safeward model.

In March 2016 our conference focused on delivering compassion in practice through integration and partnership and was attended by 250 nursing staff; key note speakers included:

- Graham Morgan Manager of Spirit Advocacy spoke movingly of his personal journey; speaking of the essence and meaning of partnership and of the challenges faced in establishing a therapeutic partnership with its contradictions and boundaries.
- Peter Aitken Director of Research and Development, Devon Partnership NHS Trust, Hon Associate Professor, University of Exeter Medical School, Pen CLAHRC delivered a joint key note session with Kate Chartres who is one of our Nurse Consultant Sunderland PLT / Senior Nurse Community Access Services on the way in which the knowledge and skills of a mental health nurse contributes to treating the mind and body in Liaison services.

Strategic Aim 1: Helping people to stay independent, maximising well-being and improving health outcomes

Continued the focus on reducing premature death in patients with a serious mental illness and learning disability

- Awarded pilot site project funding from the National Health Service -Improving Quality (NHS-IQ) to train and support physical health nurses across the Trust to lead on the implementation of the Lester (2014) tool into clinical practice
- Appointed a Physical Health Lead Nurse to deliver work plan in partnership with NHS IQ
- Increased the number of Physical Health Link Nurses and Community Health Champions across the organisation
- Developed a two stage physical health skills training programme covering Foundation and Advanced Physical Health Skills
- Implemented a Physical Health Passport designed to enable practitioners to identify training required and retain a personal skills passport which outlines training undertaken and assessment of competence
- Begun development of enhanced skills and therapeutic delivery in Neurological Services

Strategic Aim 2 Working with people to provide a positive experience of care

- Established service user and carer champions in services Trust wide
- Utilised patient experience questionnaire; Friends and Family Test and Points of You
- Facilitated Carer Champion Forums

- Supported roll out of Triangle of Care questionnaire
- Continued Dementia Care Mapping across all Older Peoples services
- Continued involvement in the ImROC initiative (Implementing Recovery through Organisational Change)

### Strategic Aim 3 Delivering high quality care and measuring the impact of care

- Continued accreditation and benchmarking in older peoples and adult and children's Forensic i.e. AIMS, QNIC, QNCC, Crisis and Liaison Teams
- Introduced Safe Wards initiative throughout in-patient services.
- Developed NTW Positive and Safe Care Strategy and training programme to reduce violence and aggression toward staff
- Introduced Peer Support Workers into Adult Inpatients and PICU
- Continued development of the no force first initiative and the restraint reduction strategy
- Star Wards are established within in patient wards with a number of wards having received the Full Monty Award.
- Continued to embed 'My Shared Pathway' within Forensic and LD Services
- Carried out a training needs analysis within Addiction Services that will underpin the four stage model of recovery services.
- Developed PMVA supervision groups.
- Continued to train staff in the use of the Recovery Star

### Strategic Aim 4 Building and strengthening leadership

- Increased Non-Medical Approved Clinicians establishing peer support groups led by experienced Nurse Consultants / Approved Clinicians
- Increased the numbers of registered nurses undertaking non-medical prescribing programme and refreshed governance processes

- Carried out a service evaluation of non-medical independent prescribing led by Nurse Consultants
- Established Professional Nursing Forum and locality Senior Nurse Groups to embed the 6Cs

#### Strategic Aim 5: Ensuring we have the right staff, with the right skills, in the right place

- Implemented the nursing workforce plan from Healthcare Assistant to Nurse Consultant
- Implemented competency based job descriptions for the nursing workforce with standardised titles
- Continued to roll out values based recruitment ( now at Campaign 12) led by Senior Nursing staff in partnership with workforce team
- Worked with the Head of Communications to develop recruitment and marketing strategy to increase our national profile and demonstrate our wide variety of specialisms.
- Established a Nurse Education Forum to feed into the Trust wide workforce governance arrangements
- Developed service specific vocational pathways in partnership with the Vocational Training Team to support our commitment to ensuring all non-registered staff have a vocational qualification
- Provided opportunities to work across fields of practice aligned to academic frameworks
- Developed new partnerships to widen access in partnership with Open University and Sunderland University

#### Strategic Aim 6 Supporting positive staff experience

- Refreshed Nursing Preceptorship and Competency Policy
- Introduced new roles Health Care Assistant and Assistant Practitioners supported by peer support groups led by Senior Nurses
- Continued to provide access to Foundation Degree's in partnership with Teesside University creating career pathways for our non-registered nursing staff

- Worked in partnership with the Open University and HENE to provide access to and support delivery of part time BSc (Hons) Mental Health and Adult Nursing programmes
- Developed a Nursing SharePoint
- With the introduction of NMC Revalidation for all nurses in April 2016 we have aligned Revalidation and Triennial Review ( PGN 03) ; delivered awareness sessions across all groups and provided professional nursing portfolio's to all of our nursing workforce
- Developed \*competency based frameworks aligned to job descriptions to support ongoing development and aligned to appraisal system

\*Currently senior nurses are working together to build on the development of competency frameworks in order to develop both core and specialist competencies which will support professional development and succession planning

### **Next Steps**

We will continue to develop our “Grow Your Own” strategy by;

- Beginning work on scoping the potential development of an NTW School of Nursing building on new partnerships to widen access to nursing
- Developing a Healthcare Apprenticeship pathway building on our partnership with the workforce and vocational training team
- Reviewing the structure and delivery of the professional nursing forum to widen participation; providing opportunities for clinical leaders to influence the nursing agenda and deliver nursing strategy work streams

The national nursing strategy Compassion in Practice launched in 2012 concluded in March 2016. We took part in a national consultation process Our Vision Our Future and were commended on the scope and content of our response. The launch of the new strategy will provide us with an opportunity to reflect on our nursing strategy and whether it is still fit for purpose.

The Board of Directors are asked to note progress to date