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**NTW**

**Nursing Strategy:**

**Delivering Compassion in Practice 20**

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# Executive Summary

As nurses we hold a unique position in shaping patient experience, with nursing care a critical measure of quality for service users, carers and their families. What we do every day has deep importance in ensuring the consistent provision of safe, effective, person centred care delivered in collaboration with service users and carers. We do not work in isolation but as the largest workforce we have the opportunity to enhance strong clinical leadership and to deliver and support others to deliver high quality care and services.

We face many challenges as the NHS continues to see unprecedented change affected by tighter financial constraints and growing workforce capacity issues. This means we need to find new solutions to delivering healthcare to meet the changing needs of the population we serve; this in turn provides us with opportunities to work in new ways and invest in new roles creating a richer skill mix as we continue to build our capacity, capability and flexibility to work across traditional boundaries.

Ensuring we have the right people, with the right values and skills, in the right place, at the right time is a vital factor in delivering sustainable services. The national shortage of registered nurses remains a concern and recruitment and retention continue to be a high priority, with the projections of our future workforce directly informing our partnerships with our local education providers.

Our 2014-2019 nursing strategy reflected the national nursing vision in modernising and shaping a workforce fit for purpose and able to positively demonstrate good outcomes for those we serve. The next five years will see us continue to adapt and innovate through strengthening our partnerships with local education providers to increase pre-registration programmes across our geographical spread. In addition, we are supporting increasing numbers of our nursing staff to access pre-registration nursing career pathways in mental health, learning disability and adult programmes.

The launch of the CNTW Academy brings together existing strands of multi professional education, learning and development. The Academy will see us supporting our own Nurse Academy in partnership with local Universities, enabling delivery of our Grow your own strategy. By investing in both our current and future nursing workforce we will strengthen clinical career pathways and develop new roles essential in protecting future service delivery.

This strategy has been co-created with service users, carers and nursing staff through discussion, presentation, nursing forums and team meetings. It is aligned with the Trusts six strategic ambitions and our workforce strategy and will enable us to make a significant contribution to the delivery of both. Our nursing strategy will;

* Set the future direction for the nursing and care workforce over the next five years.
* Provide a clear framework for the Trust nursing and care workforce to deliver the Trust vision and strategy and embed our values.
* Strengthen nursing contribution through creating capacity, capability and flexibility to work across traditional boundaries and take on new roles.
* Continue to provide a framework for professional governance and assurance underpinning the strategy.
* Support professional communication across the nursing workforce.
* Continue to provide a platform to strengthen nursing leadership.
* Promote our shared ambitions and commitment to delivering the national nursing framework.

Gary O’Hare

Executive Director of Nursing and Chief Operating Officer

# CNTW - Our Vision and Values Our Vision is;

**To be a leader in the delivery of high-quality care and a champion for those we serve.**

Our vision is underpinned by a set of core values. Our values ensure that we will strive to provide the best care, delivered by the best people, to achieve the best outcomes.

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| **Caring and** **Compassionate**  | **Respectful**  | **Honest and Truthful**  |
| **Put ourselves in other** **people’s shoes** **Listen and offer hope** **Focus on recovery** **Be Approachable** **Be sensitive and** **considerate** **Be helpful** **Go the extra mile**  | **Value the skill and contribution of others** **Give respect to all people** **Respect and embrace** **difference** **Encourage innovation and** **be open to ideas** **Work together and value partners**  | **Have no secrets** **Be open and truthful** **Accept what is wrong and strive to put it right** **Share information** **Be accountable for our** **actions**  |

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

**Care:** caring defines us and our work.

**Compassion:** is how care is given through relationships based on empathy, respect and dignity.

**Competence**: we must have the expertise, clinical and technical knowledge to deliver effective care and treatments based on research and evidence.

**Communication:** and listeningis central to successful, caring relationships and to effective team working.

**Courage:** enables us todothe right thingfor the people we care for**,** to speak upwhen we have concerns and to have the personal strength and vision to innovate and to embrace new ways of working.

**Commitment:** is the 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 agenda.

**The Code: Professional Standards of Practice and Behaviour for Nurses, Midwives and Nursing Associates.**

The NMC Code contains the professional standards that as Registered Nurses, Midwives and Nursing Associates (UK only) we must uphold. The values and principles set out in the Code can be applied in a range of different practice settings, but they are not negotiable or discretionary.

Nurses, Midwives and Nursing Associates 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 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 and fundamentally supports our nursing strategy.

The NMC Code is one code and four themes which combined signify good nursing and midwifery practice with the aim of public protection. Through our consultation on this strategy; service users and carers told us;

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| **Prioritise People**  | Be approachable, truly caring, have empathy, uphold dignity and respect Engage fully, listen to individuals and work with and include carers needs Be patient, making time to get to know individuals and don’t make assumptions Support health and wellbeing giving people choice Know about me not just my illness Help connect people with community services and local VCS networks  |
| **Practise** **Effectively**  | Be open minded different therapies work for different people  Help to change mind set, motivating, encourage and give hope  Communicate clearly and listen well  Be proactive and anticipate the multitude of small things that make a patient comfortable  Champion real co-production through joint planning and agree date for review  Training around learning disability and autism   |
| **Preserve Safety**  | Have enough staff on duty to make patients feel safe  Visit people at home when they are struggling and help people transition from hospital to home  Recognise relapse   |
| **Promote Professionalism and Trust**  | Constantly update your knowledge and skills  Don’t be complacent speak up for the patient   |

**‘Leading Change, Adding Value’ – Chief Nursing Officer for England Strategy.** Launched in 2016 ‘Leading Change, Adding Value’ provides a national framework for all nursing, midwifery and care staff. As the largest proportion of the health and care workforce we have a crucial role to play in closing the three gaps identified in the Five Year Forward View by ensuring that everything we do is of high value.

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| **Health and** **Wellbeing Gap**   | Without a greater focus on prevention, health inequalities will widen and our capacity to pay for new treatments will be compromised by the need to spend billions of pounds on avoidable illness.   | **Closing the health and wellbeing gap by;**  Practising in ways which prevent avoidable illness, protect health and promote well-being and resilience.  |
| **Care and** **Quality Gap**   | Health needs will go unmet unless we reshape care, harness technology and address variations in quality and safety.  | **Closing the care and quality gap by:**  Practising in ways which provide safe evidence- based care which maximises choice for patients.   |
| **Funding and Efficiency Gap**  | Without efficiencies, a shortage of resources will hinder care services and progress.  | **Closing the funding and efficiency gap by:**  Practising in ways which manage resources well including time, equipment and referrals.   |

We have a key leadership role in delivering a positive impact on outcomes, experience and better use of resources and have captured all these aspects within our strategy.

The overall objective is to develop a high quality, financially sustainable service that delivers the objectives set out under the Triple Aim:

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

This framework encourages us all to reach further both individually and collectively. To do this we need to focus on what is important and connect with each other so we achieve more for service users, patients and communities and also for our profession.

The key leadership contribution of nursing and care staff is crucial to maintaining high standards and delivering change. Leading Change, Adding Value sets out our shared ambitions and commitments that demonstrate our leadership potential and the role we can and must play.

There are 10 commitments that are aspirational statements to help us as nurses, 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 NTW Nursing Strategy 2014 – 19 identified six strategic aims which bring together the Trust Vision and Values, Leading Change, Adding Value commitments and the NMC Code of Practice.



The CNTW Nursing Strategy 2019 – 24 builds on these existing aims and develops them further. They will enable us to demonstrate our contribution to the achievement of Trust Strategic Ambitions through supporting delivery of the Trusts Quality Goals and priorities through alignment with our key commitments.

# Strategic Aims

The Nursing Strategy has six key areas of action that are focused on the delivery of the 6C‟s across the health arena. They aim to identify areas where nurses working as individual clinicians within a multi-disciplinary and agency framework can capitalise their effort and energy and create a positive impact on patient and service user care. Each strategic aim has a number of key commitments which will need to be integrated into service strategy planning.

The key strategic aims are:

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

As individuals delivering care to patients, service users and their carers, the way in which we demonstrate these strategic aims through the 6C‟s will have an immediate and lasting effect on patients’ recovery and well-being. Every interaction counts to make a difference to patients. These areas of action will demonstrate the 6C‟s to patients, carers, national and local organisations and regulators of our services.

**1. Helping people to stay independent, maximising wellbeing and improving health outcomes.**

Physical health and wellbeing remain a key priority with focus on working collaboratively and building capacity and capability to ensure the best possible outcomes for service users.

# We will;

* Champion prevention and health promotion making every contact count providing equal weight to physical and mental health needs, empowering and supporting individuals to improve health and well-being.
* Promote via a Sustainability and Transformation Partnership patch wide approach; better outcomes by supporting people’s whole needs and integrating mental health and learning disability into physical health pathways; promoting programmes, accessible information and training to make activities more accessible and increase general understanding.
* Work with our partners to utilise all opportunities to promote health and wellbeing in our communities linking with community health initiatives.
* Work with education providers to ensure all undergraduate and CPD programmes provide an educational and practice focus on improving the physical health of people with severe and enduring mental illness, learning disabilities and autism.
* Support our commitment to the initiative to stop the over medication of people with learning disabilities, autism or both (STOMP) by raising awareness, supporting clinicians to share good practice and working with individuals, carers and families to identify alternative medication.
* Collaborate with primary care services to promote access to innovative placements to support undergraduate programmes.
* Extend Wellness Recovery Action Plans to include managing physical health and wellbeing utilising technology to promote.
* Support Recovery Colleges in the promotion of health and wellbeing to support independence, maximise wellbeing and improve health outcomes.
* Provide staff and service users with accessible information to enable informed discussion in relation to suitable interventions.
* Discuss engagement in interventions and access to community support initiatives at discharge planning meeting.
* Refresh our physical health training programme to ensure our workforce have knowledge on specific health conditions, current interventions, the benefits of physical activity for health and wellbeing and physical health skills promoting the use of physical health passports.
* Promote the use of Link Nurse Portfolios aligned where appropriate to education and training programmes to promote transferable skills.

# 2. Working with people to provide a positive experience of care

As nurses we need to be strong advocates, working in partnership with service users, their families and carers; developing unique and supportive caring relationships.

# We will;

* Promote a culture of shared learning, using incident reviews, benchmarking and positive experiences to inform and change our working practices.
* Constantly strive to improve the way in which we capture feedback from service users, patients, carers and families; triangulating Points of You and Friends and Family data, to continuously improve the care we provide, evidencing how we have changed practice as a result.
* Embed Triangle of Care promoting productive relationships between carers, service users and professionals that promote safety, recovery and wellbeing.
* Identify and create opportunities to implement new ways of working that improve the way in which individuals experience and receive the care we give.
* Collaborate with our partners to work across traditional boundaries developing integrated models of care.
* Formulate personalised and detailed care plans and ensure that they are used consistently to inform patient’s care
* Ensure our service users receive care from the most appropriately skilled practitioner, delivering right care, right time, and right place.
* Ensure all of the nursing workforce are trained and routinely updated in delivering care to people with a learning disability, autism or both to ensure services are tailored to each person’s individual need.
* Support the delivery of the Autism and Learning Disability Strategic Clinical Network building on good practice as it grows and develops
* Provide relevant and timely information at every stage of the care journey, taking time to provide clarity and ensure understanding.

# 3. Delivering high quality care and measuring the impact of care

Building our capacity and capability to use quality improvement techniques and tools is essential in promoting a sustainable culture of continuous improvement and in developing and implementing new and positive ideas that promote person centred care.

# We will;

* Champion the use of ‘Leading Change, Adding Value’ to identify and reduce unwarranted variation, measuring what we do so we can demonstrate improvement.
* Support nursing staff in understanding how to use and interpret clinical outcome measures, supporting the Trust objective that service users and carers will have the outcomes that are important to them measured, reported and tracked over time
* Support teams to evaluate and embed quality improvements and innovations to improve service delivery.
* Empower teams to make positive changes, eliminating waste and inefficiencies, releasing more time to provide direct patient care.
* Make best use of technology; selecting those tools which offer maximum impact for service users and staff.
* Reduce the burden of bureaucracy by reviewing systems and processes especially linked to clinical recording; measuring success by increased time with service users and patients.
* Provide opportunities to maintain innovation through coaching, personal development, supervision and appraisal.
* Utilise skill mix effectively focusing on activities that create ’high value’.
* Deliver the priorities for Positive & Safe/Talk1st in reducing restrictive interventions and blanket restrictions; we will do this through the use of the ‘Reducing Restrictive Interventions: Positive Practice Process Board’ (RRI).
* Increase co-production, reduce conflict by increasing staff knowledge of data used to underpin positive change, utilising quality improvement cycles.

# 4. Building and Strengthening Leadership

Everyone involved in the delivery of care needs to contribute to creating the right environment; strengthening clear compassionate leadership at every level ensures safe, high quality care and a positive experience for patients and staff.

# We will;

* Strengthen the Nurse Consultants role in the supervision and development of Advanced Clinical Practitioners.
* Continue to invest in senior clinical roles; Nurse Consultant; Responsible / Approved Clinician; Nurse Prescribers to maximise scope for building contemporary mutli disciplinary teams.
* Support access to innovative leadership programmes developing both current and future leaders.
* Revisit competency frameworks creating opportunity to build career portfolios.
* Pilot internal transfer and rotational programmes aligned to service and individual development needs, linked to competency-based portfolios.
* Revisit framework for working across fields of practice enabling greater opportunity for nurses to develop their knowledge, skills and competencies.

**5. Ensure we have the right staff, with the right values and skills in the right place at the right time.**

Ensuring we have the right people with the right values and skills, in the right place at the right time is a key priority in delivering sustainable services**. We will;**

* Support the development of a skills-based nursing workforce plan which focuses on recruitment and retention and takes into account future changes.
* Develop a clear strategy for staff retention, outlining plans for attracting, recruiting and retaining staff aligned to workforce plans.
* Ensure workforce plans support teams to develop the right competencies for new and existing models of care.
* Support the development of skills descriptors and provide regular gap analysis enabling triangulation with workforce plans.
* Ensure we have a nursing workforce with the skills and capacity to meet the needs of people with learning disabilities, autism or both by providing safe and sustainable staffing with effective leadership at all levels.
* Continue to champion both locally and nationally, the recruitment and retention of a sustainable Learning Disability nursing workforce; promoting and strengthening career pathways.
* Undertake assessment or resetting of the nursing establishment and skill mix based on acuity and dependency data, clinical need and competence, quality of care and patient experience reporting to the Trust Board twice a year.
* Deploy staff effectively in accordance with National Quality Board guidance and Carter recommendations to ensure we have the right culture, leadership and skills for safe, sustainable and productive staffing.
* Identify factors which enable effective rostering management and so reduce the need for the use of agency staffing.
* Examine operational arrangements that exist at service delivery level determining rostering forward based clinical staff and compare the planned hours of care with paid hours.
* Standardise approaches across services to identify and prevent unwarranted clinical variation in service provision.
* Review retire /return policy with particular focus on flexible retirement providing opportunities to retain valuable experience within the workforce.
* Introduce “itchy feet” and “stay” interviews aligned to appraisal processes and review process for exit interviews.
* Embed in preceptorship programme competencies aligned to managing staff resources including rostering and understanding acuity and dependency data.

**Investing in our future workforce - ‘Grow Your Own’ approach.**

Our aim is to ensure students (nursing, return to practice, trainee nursing associates and apprentices) are empowered, supported and inspired to become resilient, caring and reflective lifelong learners who are capable of working in inter professional and interagency teams. **We will;**

* Further develop the CNTW Academy as the platform for career development.
* Continue to strengthen our partnerships with local education providers to increase numbers of nursing students across our geographical spread; and in the coproduction of curricula.
* Widen access to undergraduate study towards registration by implementing the nursing degree apprenticeship.
* Nurture and inspire the next generation of nursing students to become substantive registered nurses at the Trust; ensuring mentors have time to develop and support students.
* Work with the Apprenticeship and Career Development Team in the Academy to support Ambassador Programme in schools to make NHS careers across the Trust attractive to young people.
* Promote a dynamic learning environment which focuses on developing an evidence-based culture enabling staff to take an enquiring approach to practice.
* Ensure we provide safe effective and inclusive learning experience and that each learning environment has governance and resources needed to deliver education and training.
* Ensure learning environments and learner experience are responsive to practice development and service user involvement is integral to the process.
* Continue to expand access to innovative clinical placements building greater capacity by aligning NMC requirements with internal reporting systems.
* Work to provide a three-year programme of student allocations for each team, to support clinical groups in discharging their responsibilities in relation to the sourcing and provision of clinical placements.
* Support the development of service wide strategies to promote the implementation of the new NMC standards for education and training.
* Ensure we have effective governance systems that ensure compliance with all legal regulatory professional and educational requirements.
* Evaluate the effectiveness of teaching and quality of placements through audit of practice and student evaluation; identifying areas of good practice and professional development needs.

**Developing our nursing workforce to its full potential.**

A key component of the nursing strategy is to create capacity, capability and flexibility to work across traditional boundaries and take on new roles. Multi-faceted approaches are needed to develop a workforce which can be both responsive and adaptable to manage complex changes; ensuring our nursing workforce make the greatest possible difference in delivering excellent care. **We will;**

* Develop nursing career pathways at all levels by investing in effective education and training, providing attractive and flexible opportunities; creating careers not jobs.
* Support implementation of new roles and evaluate both effectiveness and impact on skill mix.
* Undertake a review of nursing job titles with an aim to rationalise ensuring greater clarity.
* Develop robust training plans utilising skills-based workforce planning to ensure we maximise use of funding streams.
* Ensure location of Advanced Clinical Practitioner and Nursing Associate role within the career framework to support recruitment and retention; enabling workforce development and the strengthening of clinical career pathways.
* Create register of Advanced Clinical Practitioners, Specialist Nurses and Nursing Associates ensuring appropriate CPD and revalidation processes are in place.
* Develop a strategic approach to talent management to ensure individuals are developed, effectively managed, engaged and retained.
* Utilise coaching and mentoring to enhance skills, knowledge or work performance and clinical and managerial supervision.
* Ensure greater emphasis on utilising appraisal system as a tool for career development.
* Provide career clinics for the whole of our nursing workforce to support development of aspirational personal development plans.

# Building research capacity and capability

A good evidence base is central to nursing care. Encouraging critical dialogue, research and publicising the work that we do is central to this agenda. Through increasing capacity and capability, we will develop a culture where nurse led research becomes a normative part of clinical practice.

**We will:**

* Raise awareness of the value of research that underpins practice and publicise opportunities to engage with, contribute to and lead on research.
* Identify key research skills, knowledge, experience and competencies required to support nursing workforce.
* Support Nurse Consultants to facilitate the extension of their role as research leaders.
* Develop Nurse Consultant led clinics for research where nurses can seek ideas for research initiatives, advice and guidance around research and promoting good practice.
* Support teams to have an active programme of clinical audit and evaluation with findings informing practice
* Focus on local research which underpins safe, effective and high-quality care, encouraging formation of peer to peer learning; co-production and development of clinical networks.
* Use learning from our research to innovate and improve care and define our contribution and value.
* Celebrate by showcasing our achievement and success; supporting publication and presentation at national conferences.
* Support the prioritisation of dedicated time to enable staff to undertake research.
* Align practice development initiatives with appraisal and revalidation processes.
* Develop research champions to build capacity and capability within clinical groups.
* Maximise opportunities to improve knowledge and skills of non-registered nursing workforce.

# 6. Supporting positive staff experience

Evidence shows that the experience of staff, particularly in the form of support received from supervisors and others; as well as staff engagement are associated with the care provided to patients. How staff feel when they are at work is key to the successful delivery of high-quality patient care. **We will;**

* Ensure that staff are provided with an environment and opportunities that encourage and enable them to lead healthy lives and make choices that support their wellbeing.
* Assess and triangulate the impact of good staff engagement and wellbeing on productivity and safety and the outcomes and experience of those receiving care.
* Develop Wellness and Recovery Action plans which will be based on individual need.
* Ensure all staff have appropriate supervision to ensure they are clinically effective and have ongoing support to regularly review practice
* Ensure clinical leaders and managers have allocated sufficient time to supervise and lead effectively.
* Ensure all nursing staff have access to education and development opportunities which enable them to work in new in ways and reach their full potential.
* Support nurses and nursing associates to meet all criteria for successful revalidation.
* Demonstrate the impact of the contributions of the whole of nursing workforce by developing quality and nursing metrics, which are publishable.
* Utilise Nurse Leadership Forum to ensure nurses voices are heard and inform nursing initiatives.
* Celebrate success and achievements both internally and in supporting access to external recognition awards.

# As nurses we pledge to;

* Ensure that the people in our care are fully informed and treated with kindness and sensitivity, based on their wishes and desires.

* Create time to listen and respond to the needs of individuals to truly inform shared decision making, embedding recovery as a central concept.

* Do our utmost to ensure that dignity is never compromised, privacy is maintained and the people in our care are respected.

* Embrace the principles of informed consent and confidentiality, which will guide our practice and ensure we always act in people’s best interests.

* Speak up confidently and without fear when we have concerns or believe that something is wrong.

* Be courageous and tackle stigma in all its forms using our expertise and knowledge to inform and change views

* Always be open and transparent, acting with integrity and behaving professionally.

* Develop ourselves to become the best we can be.

* Ensure the 6 C’s are at the heart of all we do.



"Love and compassion are necessities, not luxuries. Without them humanity cannot survive." **Dalai Lama**

“Follow the three R's: - Respect for self. - Respect for others.

- Responsibility for all your actions” **Dalai Lama**

Relationships are based on four principles: respect, understanding, acceptance and appreciation." **Mahatma**

# Gandhi

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