

# Nursing, Midwifery and Allied Health Professionals Strategy

2019 - 2024



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## Introduction from Rachael Corser, Director of Nursing



It is with great pleasure and pride that I introduce our nursing, midwife and allied health professionals (AHP) strategy. During my first year at this trust I have spent time talking to all of you about what matters to you and what makes you proud to work here. This strategy sets out our vision for nurses, midwives and AHPs for the next five years. It is ambitious; it is patient-centred; and the trust values are at the core of the strategy.

I promise to work with you all to develop and strengthen leadership at all levels, with a personal commitment to support you all to be the best leaders you can.

Building on our priorities set out within the clinical strategy, I will work with patients, service users, carers and colleagues internally and externally to optimise pathways and strengthen partnerships placing East and North Hertfordshire NHS Trust on the map as a leader in influencing the development of innovative care pathways.

It is a priority for me that you all feel valued and in turn you value each other; placing your health and well-being at the centre of what we do.

We are in a unique position to innovate, lead research and inspire improvement through our well established relationships with external bodies; I am committed to working with you to progress this further. I am excited by the endless opportunities these foundations give us and the impact that your research, improvement and innovation will have on continuing to improve outcomes for our patients.

Delivering high-quality and safe care to our patients and continuing to improve their experience is fundamental, and developing and embedding our clinical excellence accreditation framework will enable us to reward and recognise excellence in care. I make a personal commitment to work with you to continue to develop this throughout the life of this strategy.

As we embark on new and exciting future nurse and midwife standards, holding ourselves to account for the implementation of this strategy is even more important. As we embrace the impact that digital innovation plays in our future, I am confident that we will see the year-on-year impact that digitalisation brings.

I make a personal promise and commitment to you all that I will do my best to place our patients, carers and staff at the centre of all I do. I promise to be your greatest advocate and ensure that the voice of nursing, midwifery and outreach care is at the forefront of what we do each day. In return, I ask that you bring this strategy to life and talk about it widely, be proud of what you do each day and continue to provide exceptional care to our patients; always putting our patients first. We have so much to be proud of and I look forward to working with you all to embed and deliver this strategy.

# Developing and strengthening leadership

## We will:

- Improve staff wellbeing through supportive initiatives
- Encourage leadership and teamwork across all levels
- Make our senior leaders more visible
- Maximise the potential of our people by using values-based appraisals
- Promote leadership and coaching programmes across the Trust



## We will do this by:

- Nurturing a culture where all staff feel valued
- Working with Health@Work to reduce staff sickness
- Creating clear career pathways and learning resources, making it easier for staff to access development opportunities
- Introducing a multi-disciplinary teaching programme for all newly qualified staff
- Creating programmes that will develop staff trainers and coaches
- Introducing a structured ward leaders programme
- Making it easier for staff to access senior leaders
- Encouraging all senior clinical staff to take part in Fundamental Friday, an initiative that demonstrates excellence in care

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# Optimising pathways

## We will:

- Continue working across care boundaries
- Make patient care pathways and services more accessible, easy to use and efficient
- Make better use of digital technology and communication



## We will do this by:

- Improving multi-disciplinary engagement in clinical areas to improve patient flow
- Maximising golden discharges and the use of the discharge lounge
- Collaborating with patients and service users to co-create pathways that best meet their needs
- Creating pathways that are easy to use and access, so that patients are cared for in the right place and at the right time
- Raising awareness of the Quality Improvement Hub, using it to create evidence-based care pathways
- Promoting IT training for staff that supports new ways of working
- Identifying more Digital Exemplar wards that will help us to make better use of our systems

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# Valuing people

## We will:

- Encourage staff to look after themselves by creating a caring environment
- Enable teams to work across professions and disciplines
- Promote good communication at all levels
- Create a flexible, multi-professional workforce that meets the needs of the Trust



## We will do this by:

- Fostering an environment where staff feel valued
- Promoting excellence by using models of best practice
- Recognising staff achievements and examples of outstanding care more often
- Supporting good physical and mental wellbeing
- Striving to be the first choice of employer for multi-professional staff
- Championing personal development and resilience
- Offering more education and training
- Creating a culture that encourages continuous learning and well-being

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# Inspiring and innovating through research and quality improvement

## We will:

- Create a culture where research and quality improvement is integral
- Support best practice with research-based evidence
- Improve our research and quality improvement skills
- Increase the number of clinical academics and quality improvement specialists at the Trust



## We will do this by:

- Promoting a culture of research and quality improvement
- Providing clear guidance and governance that will support continuous quality improvement and research
- Developing up-to-date evidence-based best practice
- Providing more learning opportunities – for example, in research coaching and quality improvement methodology
- Encouraging more fellowship opportunities and applications from staff
- Introducing a collaborative approach for research bids that will help advance and improve the health of our population

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# Ensuring quality and safety

## We will:

- Make sure patient and carer experience is at the heart of everything we do
- Support and enable compassionate, harm-free and outstanding care
- Manage and develop Trust sustainability
- Support our nursing, midwifery and AHP workforce to deliver outstanding care



## We will do this by:

- Delivering excellent and compassionate care consistently, reflecting the values of the Trust and our professions
- Using our quality dashboard and nursing quality indicator to make informed decisions that will continue to improve patient care
- Making realistic, sustainable and aspirational improvements to quality and safety
- Creating career pathways that will improve our workforce and the care we provide
- Introducing a ward accreditation scheme that will promote and recognise outstanding care
- Using learning from incidents to drive best practice and improvements

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# Partnership working

## We will:

- Work with patients and carers to create services that best meet their needs
- Create shared decision making groups
- Encourage good communication across partnerships – in the community and across primary, secondary and tertiary care



## We will do this by:

- Improving our engagement with patient experience groups, as well as other local partners
- Encouraging innovation across all levels – from the frontline, to wider developments across the Sustainability and Transformation Partnership (STP)
- Sharing the Trust's strategy with our partners, making sure our vision aligns with local health priorities

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