OUR COMMITMENT TO CARE

NURSING, MIDWIFERY AND ALLIED HEALTH PROFESSIONALS STRATEGY

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Why do we need a strategy?

• Nurses, midwives and allied health professionals are highly skilled professionals who touch every corner of healthcare. We use expert knowledge, clinical skills and compassion to care for and support those in need; this needs to be recognised in shaping teams for the future.

• Our professions have evolved over the decades, but we must ensure we are fit for the future challenges that face the NHS – financial, ageing population, prevention and well-being, different ways of working, digital world.

• Shape a consistently positive image of nursing and AHPs – this is crucial to help attract and retain staff.
Staffing challenge

- Urgent and growing problem in supply of the nursing workforce threatening quality of patient care and ability to transform models of care
- Increased demand to ensure safer staffing levels
- More nurses are leaving the profession than joining it, often within two years of qualifying – approx. 40,000 vacancies, doubled in last 3 years
- Extensive budgetary constraints, aging workforce, poor morale and over-reliance on agency nurses and overseas recruitment
- Real-term cuts in pay, year after year
- Bursaries replaced by loans for student nurses and midwives, cuts in educational funding; introduction of apprenticeships
- Impact of Brexit – EEA nursing recruits dramatically reduced

Ensuring there are enough nursing staff with the right skills to meet demand for high-quality, safe healthcare is essential to the operation of the NHS. There are risks to both the quality and cost of services if the supply and retention of staff is poorly managed and does not improve.
Celebrating 70 years

• A career in modern nursing and midwifery offers a huge range of opportunities. But what remains the same in 2018 as in 1948 when the NHS was founded, is the passion to provide expert care for those in need.

• Nursing and midwifery provides the opportunity not only for an outstanding career, but the chance to have a profound and direct impact on the lives of thousands and thousands of people in a way that simply can’t be matched.
Leading Change, Adding Value
A framework for nursing, midwifery and care staff

**Leading Change**
- Health and wellbeing
- Care and quality
- Funding and efficiency

**Adding Value**
- Care
- Compassion
- Competence

**UNWANTED VARIATION**
- Better outcomes
- Better experience
- Better use of resources

The Hillingdon Hospitals
NHS Foundation Trust
Leading Change, Adding Value

• Shared ambitions and commitments that demonstrate our leadership potential and the role we can and must play
• Key contribution of nursing, midwifery and care staff is crucial to maintaining high standards and delivering change
• Encourages all to reach further both individually and collectively
• Focus on what is important and the need to connect with each other so we achieve more for patients and people and also for our professions.
Our vision

To lead and deliver safe and effective therapy and care which consistently achieves excellent patient and carer experience, via a dynamic, compassionate and competent nursing, midwifery and allied health professional workforce.

Our Commitment to Care

<table>
<thead>
<tr>
<th>The 10 Commitments</th>
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<td>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.</td>
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<td>2. We will increase the visibility of nursing and midwifery leadership and input in prevention.</td>
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Commitment 1 - promote a culture where improving the population’s health is a core component of the practice of all nursing, midwifery and care staff

- Ensure practitioners make “every contact count”, integrating public health advice as a routine part of patient care planning and interventions

- Working with agencies in the Hillingdon Heath Care Partnership, the London Borough of Hillingdon, academic providers and other key stakeholders to tackle health inequalities

- Working with partner agencies, take a lead role in identifying emerging infection prevention and control risks, and implementing appropriate preventative and containment measures

- Ensure all staff receive an appropriate level of safeguarding training and have access to safeguarding supervision
Commitment 2 - We will increase the visibility of nursing and midwifery leadership and input in prevention

- Ensure visible, identifiable leadership across all clinical areas
- Re-emphasise the pivotal role of the Matron in undertaking robust quality and safety assurance rounds
- Identify services/areas of practice where introducing new specialist nurse, midwifery or allied health professional roles would significantly improve the strategic leadership and clinical visibility of prevention and health promotion
- Identify opportunities and measures to encourage children and young people to have an interest in their current and longer term health
Commitment 3 - We will work with individuals, families and communities to equip them to make informed choices and manage their own health

- Recognise each patient as an individual with their own unique experiences that shape their health beliefs; we will work with patients and carers to identify key psychological needs in order to better support their wellbeing and promote wise choices.

- Provide patients and carers with high quality, accurate and accessible written and verbal information to support them make decisions regarding healthy lifestyle and options for ongoing care and treatment where necessary.

- Develop services and models of care that recognise and address the need for positivity regarding equality, diversity and inclusion.
Commitment 4 - We will be centred on individuals experiencing high volume care

- Practice person-centred care
- Promote and progress “self-care” for patients, empowering them to expertly manage their long term conditions
- Co-design with young people, their parents and the multidisciplinary team across acute, community and specialist services, robust care pathways for young people transitioning to adult care
- Apply the principles of “making safeguarding personal” for our vulnerable patients.
Commitment 5 - We will work in partnership with individuals, their families, carers and others important to their care

- Continually strive to improve the experience patients receive across all services
- Ensure the Carers’ Strategy annual work plan is progressed and outcomes evaluated
- Continue to expand our “Carers Welcome” initiative, actively seeking to facilitate carers to support their loved one throughout their time at the Trust
- Provide information and resources to signpost patients, parents and carers to relevant organisations for ongoing support
Commitment 6 - We will actively respond to what matters most to our staff and colleagues

- Create a culture of compassionate leadership
- Drive the continued expansion of CARES Champions across wards, teams and departments
- Develop a working environment that promotes achievement of work-life balance
- Encourage staff to access wellbeing services such as exercise and stopping smoking services, massage, health and wellbeing and uptake annual flu vaccination
- In partnership with colleagues in People and Development, develop an effective system to triangulate the impact of good staff engagement and wellbeing on productivity, safety and the outcomes and experience of those receiving care
Commitment 7 - We will lead and drive research to evidence the impact of what we do

- Agree and undertake a programme of audits to measure quality, outcomes and impacts of our work
- Support specialist nurses, midwives and allied health professionals, to undertake original research and publish their findings
- Explore and expand on opportunities to collaborate with local universities and other academic providers to create a nursing, midwifery and allied health professional research unit
- Establish a forum for staff undertaking higher education studies to present their dissertation findings
Commitment 8 - We will have the right education, training and development to enhance our skills, knowledge and understanding

- Embed a culture of life-long learning by making the education and training of staff a priority
- Ensure staff are held accountable for completing all statutory and mandatory training
- We will provide professional development pathway for all nurses, midwives and allied health professionals
- We will create a culture of coaching, supervision role modelling and support
- Introduce Practice Development Nurses across all divisions.
Commitment 9 - We will have the right staff in the right places and at the right time

- Progress supervisory status for Ward Managers to enable them to effectively fulfil their managerial and leadership role
- Utilise evidence-based tools to ensure staffing is appropriately matched to actual patient need
- Rigorously monitor effective use of resources and identify areas of good practice and those with opportunity to improve
- Work in partnership with the People and Development directorate to implement targeted recruitment and retention schemes that will reduce reliance on temporary staffing
Commitment 10 - We will champion the use of technology and informatics to improve practice, address unwarranted variations and enhance outcomes’

- Utilise data available for information management systems to reduce unwarranted variation and improve productivity and outcomes
- Embed the use of SafeCare to assess staffing capacity to meet demand identified by real-time assessment of acuity, dependency and activity
- Ensure appropriate professional membership of information technology strategy and implementation groups
• We need to maintain the passion that our nurses, midwives and AHPs feel when they first join their profession
• We need to maintain our own pride in our professions to promote these to junior colleagues and attract people to start their own journey
• We need to change the way that nurses and midwives are recognised so they are seen as a core profession equal to all others in healthcare
• We need to create an environment where nurses and midwives are more involved when making key decisions about healthcare
• Work in partnership with our patient, their families and our colleagues.