OUR Commitment TO CARE
Nursing, Midwifery and Allied Health Professional Strategy
2018 - 2021
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I am delighted to introduce our strategy for nursing, midwifery and allied health professionals for 2018-2021. This sets out our vision for the future of these professions at The Hillingdon Hospitals NHS Foundation Trust and our aim and objectives for achieving this aspiration. It is underpinned by our Trust’s CARES values and is aligned to the national healthcare agenda.

The NHS is facing some of its greatest challenges; the nursing, midwifery and allied health professions have a pivotal role in leading the changes necessary to ensure the continued delivery of high quality, person-centred care fit for current and future generations.

I am immensely proud of all that our nurses, midwives, therapists and support staff achieve, every day. In our unique position of providing frontline care across all parts of the patient journey, we can positively impact outcomes to enable people to stay healthy, remain or regain independence, recover from illness, or provide comfort and care at the end of life. We do all this with compassion and conviction to maintain individuals’ dignity and to support those around them.

As we move forward, we need to build on our current successes as models of care evolve to meet the changing needs of our diverse society. This strategy will enable us to be at the forefront of these developments, as we modernise our professions to encompass new and exciting roles for all levels of staff, including our committed and invaluable health care and therapy assistants and midwifery support workers.

We are clear in our pledge to deliver the ten commitments identified in the national framework Leading change, Adding Value. This strategy outlines our approach to doing so; going forward we will develop an annual action plan to drive implementation of specific initiatives to achieve these aims.

J.A. Walker

Jacqueline Walker
Executive Director of the Patient Experience and Nursing
INTRODUCTION

The Hillingdon Hospitals NHS Foundation Trust provides a range of acute, ambulatory and outpatient services to the residents of the London Borough of Hillingdon and, increasingly, to those living in the surrounding areas of Ealing, Harrow, Buckinghamshire and Hertfordshire and has a catchment population of over 350,000 people. The Trust runs two hospital sites: Hillingdon Hospital, and Mount Vernon Hospital.

The Office for National Statistics (2017) reports that 21.5% of the people living in Hillingdon are below the age of 16, 65.4% are of working age, 6.9% are aged 65 to 74 and a further 6.1% are aged 75 or over. The borough is ethnically diverse, with 47% of residents identifying themselves as from Black and Minority Ethnic groups. The diversity of patients cared for at Hillingdon Hospital is further increased by its proximity to Heathrow airport.

The Trust is a member of the Hillingdon Health Care Partnership, which brings together commissioned and voluntary health care services to provide services for older patients and those with long term conditions. This innovative model of healthcare removes traditional boundaries to enable patients to receive care in the most appropriate setting for their needs.

The contribution of nursing, midwifery and allied health professional staff is crucial to ensuring a positive experience for users of our services, their families and carers. We therefore need a specific strategy to enable our professions and their support staff to not only deliver care and therapy of the highest possible standard, but also to display their strong leadership potential for driving the changes needed in a modern, integrated NHS.
The diversity of our population and changing models of care require a modern workforce equipped to lead and deliver care in a rapidly evolving environment. The Trust’s strategic plan is designed to meet the challenges of transforming services to ensure sustainability.

**Vision**

“To be an outstanding provider of healthcare through leading health and academic partnerships, transforming services to provide best care where needed.”

“To provide high quality, safe and compassionate care, improving the health and wellbeing of the people we serve.”

**Purpose**

“To fulfil the triple aims of the Five Year Forward View, by focussing on the delivery areas of the North West London Sustainability and Transformation Plan.”

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<thead>
<tr>
<th>Delivery Area 1</th>
<th>Delivery Area 2</th>
<th>Delivery Area 3</th>
<th>Delivery Area 4</th>
<th>Delivery Area 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Radically upgrading prevention and wellbeing</td>
<td>Eliminating unwarranted variation and improving long term condition management</td>
<td>Achieving better outcomes and experiences for older people</td>
<td>Improving outcomes for children and adults with mental health needs</td>
<td>Ensuring we have safe, high quality sustainable acute services</td>
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**CULTURE AND VALUES**

Staff and patients worked together to develop our CARES values:

**Communication:** We recognise the importance of listening and communicating clearly

**Attitude:** We strive to understand others’ needs, responding with care, compassion and professionalism

**Responsibility:** We take responsibility for consistently delivering excellence and being open in all that we do

**Equity:** We recognise people are different and value everyone equally

**Safety:** We view patient, staff and visitor safety as a priority
NATIONAL CONTEXT

In 2012 the national nursing strategy *Compassion in Practice* was published. The ‘6Cs’ were of central importance and remain relevant to all health care professionals:

- Care
- Compassion
- Competence
- Communication
- Courage
- Commitment

*Compassion in Practice* concluded in 2016 and was succeeded by *Leading Change, Adding Value: A framework for nursing, midwifery and care staff*. This builds on its predecessor and is directly aligned to the Five Year Forward View, identifying how nurses, midwives and care staff can and must play a key role in leading change across health and social care. The framework describes 10 commitments that will focus efforts on addressing unwarranted variation and closing healthcare gaps relating to health and wellbeing, care and quality and funding and efficiency. This in turn supports achievement the Triple Aim: Better outcomes; Better experience; Better use of resources.
The 10 Commitments

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.

A programme of consultation was undertaken with nurses, midwives, allied health professionals and care staff at all levels across the organisation to consider how the Leading Change, Adding Value framework could be used to shape our own strategy. Staff reflected on each of the Commitments and suggested associated actions and innovations for our professions to take forward as priorities.

OUR STRATEGY: DEVELOPING OUR STRATEGY

Together we have created a strategy that reflects the values and expectations of the Health & Care Professions Council and the Nursing and Midwifery Council and is aligned to relevant national strategies. It is consistent with the Trust’s vision and supports a range of organisational objectives including the Quality and Safety Improvement Strategy, the People Strategy and the Carers’ Strategy. ‘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.
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**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.

**The overarching aim**

- To empower nurses, midwives and allied health professionals at all levels to lead and drive change that delivers improved patient experience and outcomes.

**Objectives**

- To recognise and strengthen the value of nursing, midwifery and allied health professional leadership, and to equip our leaders to demonstrate accountability across quality, experience and resource management.
- To foster collaboration between professional groups and across a variety of settings.
- To deliver holistic, patient-centred care that recognises well-being and prevention as core components of addressing mental and physical health care needs.
- To ensure quality of care and safety of our patients, carers and staff through having the right staff, with the right skills in the right place at the right time.
- To establish a culture and expectation of lifelong learning among all our staff, which is enabled through provision of a range of education, training and developmental opportunities.
- To develop clear, accessible career pathways to support progression through and across traditional and novel healthcare roles.
- To work in partnership with patients, their families and carers, ensuring co-design in care planning and service developments.
The range of roles and settings in which nurses, midwives and allied health professionals practice means we are well-placed to make a positive difference to public health. We have responsibilities for health and wellbeing within our professional regulatory Codes and Standards: we have opportunities during our patient contacts to practise in ways which prevent disease, protect health and promote wellbeing and resilience.

We will:

✓ Ensure practitioners make ‘every contact count’, integrating public health advice as a routine part of patient care planning and interventions
✓ Implement nutritional screening in outpatient clinics
✓ 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
✓ Work collegiately with Social Services colleagues to ensure compliance with the Care Act (2014) and The Children Act (2004) to protect of our most vulnerable public and patients
As the guardians of care, nurses, midwives and allied health professionals have a pivotal leadership role to play in ensuring ‘safety first’ and the avoidance of preventable harm.

We will:
- Ensure visible, identifiable leadership across all clinical areas
- Re-emphasise the pivotal role of the Matron in undertaking robust quality and safety assurance rounds
- Strengthen existing mechanisms for identifying patients’ named nurses/midwives/allied health professionals, and ensure patients and carers are aware who they are
- Review and strengthen our patient risk assessment tools
- Implement a ward accreditation framework to drive accountability, recognise good and support improvement where needed
- Identify opportunities and measures to encourage children and young people to have an interest in their current and longer term health
- Recognise the expertise of specialist nurses, midwives and allied health professionals and support them in sharing this knowledge with colleagues to facilitate harm reduction
- 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
- Increase nursing and midwifery engagement with the nutritional agenda as a key enabler of health
Lifestyle choices have a significant impact on quality of life. Unwise decisions can lead to the acquisition or worsening of long term conditions. We need to empower people to make informed, positive choices that lead to adopting a healthier lifestyle.

**We will:**

- Explore and utilise more opportunities to provide timely advice to people about their health and wellbeing.
- Recognising 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.
- Promote and support self-care and expert patient models of care.
- Develop services and models of care that recognise and address the need for positivity regarding equality, diversity and inclusion.
- Continue to raise awareness and understanding of the Independent Mental Capacity Advocate service.
- Progress and embed the role of the Complex Care Team in midwifery.
- Further strengthen and expand partnership working with Learning Disability and Psychiatric Liaison services to facilitate more patients to be able to make informed decisions for themselves.
The patient is the focus of provision of care and treatment and has the fundamental right to be assured that the principle ‘no decision is taken about me without me’ is rigorously applied. Each patient will have a comprehensive individualised care plan throughout their care pathway including transition between different services or settings and discharge.

We will:

- Practice person-centred care
- Ensure consideration is given to an individual’s physical and mental health needs
- Work with colleagues across the Hillingdon Health Care Partnership to support safe and effective discharge planning, progressing the *home first* model of care
- Continue to practice women-centred care in midwifery, promoting choice
- 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
Patients are very often supported by family, friends, carers and other social and support networks, we must actively seek to engage with the people important to patients and welcome their involvement if that is the patient’s wish.

**We will:**

- 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
- With the patient’s permission, involve partners, parents and carers, in decision making process
- Further strengthen communication and information regarding discharge planning, ensuring the patient and his or her support network are involved in agreeing discharge date and are clear about ongoing plans of care
- Ensure the patient and carer voice is heard when designing and with Lay Strategic Forum member equal partners on committees and groups
- Continue to develop triangulation of multiple sources of patient and carer feedback
Our staff are our greatest asset. We seek to ensure they are listened and responded to, supported and enabled to protect their own health and wellbeing in order to practise safely and effectively.

**We will:**
- 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
- Promote an open culture where raising concerns and seeking support are viewed as positive action, and provide feedback increasing awareness of the Employee Assistance Programme, the Freedom to Speak Guardian and the Speak up In Confidence initiative
- Continue and expand programme of ‘Visibility Rounds’ by The Director of the Patient Experience and Nursing, Chief Executive and other members of the Trust Board
- Encourage staff to access wellbeing services such as exercise and stopping smoking services, massage, health and wellbeing and uptake annual flu vaccination
- Promote participation in healthy lifestyle initiatives such as ‘Health January’, and ‘Cycle to Work’
- 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
‘We will lead and drive research to evidence the impact of what we do’

The evidence base for practice should be continually expanded and updated to keep pace with changing patient expectations and evolving models of care. There is a clear role for nurses, midwives and allied health professionals in research and audit at a local and national level.

**We will:**
- Agree and undertake a programme of audits to measure quality, outcomes and impacts of our work
- Contribute to national audits with which the Trust is engaged
- Utilise the findings to increase productivity and efficiency whilst driving up quality
- 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
- Support specialist nurses, midwives and allied health professionals, to undertake original research and publish their findings
- Establish a forum for staff undertaking higher education studies to present their dissertation findings
‘We will have the right education, training and development to enhance our skills, knowledge and understanding’

Education, learning and training are vital for the provision of high quality care. We will support a culture of life-long learning and self-reflection. We will scope opportunities for working across traditional professional and organisational boundaries to enhance knowledge and skills, drive efficiencies and support development of new roles.

We will:

✓ 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.

✓ All senior nurses, midwives and allied health professionals will have access to leadership development.

✓ Develop and deliver programmes education and training which support the development of associate practitioners and nursing associates and for international nurses seeking Registration with the Nursing and Midwifery Council.

✓ Introduce Practice Development Nurses across all divisions.
Our staffing must be safe, sustainable, efficient and able to provide competent and compassionate care to our patients and people we care for. To ensure effective use of resources to achieve quality, safety and financial targets, teams must be well-led by empowered and appropriately skilled and resourced managers.

To meet the current challenge of national shortages in registered health care practitioners and changing models of care, we will need to offer flexible and innovative working patterns and career pathways.

We will:

- Progress supervisory status for Ward Managers to enable them to effectively fulfil their managerial and leadership role.
- Utilise evidence-based tools ensure staffing is appropriately matched to actual patient need, including SafeCare across adult inpatient areas.
- Ensure robust, objective senior professional judgement, triangulated with best practice guidelines and outcome indicators, is used to ensure safe staffing levels in areas where validated tools are not currently available.
- Rigorously monitor effective use of resources and identify areas of good practice and those with opportunity to improve.
- Undertake an annual establishment review in line with National Quality Board (2016) expectations, presenting findings and recommendations to Trust Board.
- Continue to undertake Birthrate Plus maternity staffing reviews in accordance with established programme.
- Develop new roles to bridge skill gap between registered and support staff.
- Work in partnership with the People and Development directorate to implement targeted recruitment and retention schemes that will reduce reliance on temporary staffing.
- Continue to build integrated therapy teams.
‘We will champion the use of technology and informatics to improve practice, address unwarranted variations and enhance outcomes’

Technology has helped transform care and our roles in providing it. We need to identify and embrace opportunities to use technology to improve safety, enhance quality and increase productivity and efficiency. Nurses, midwives and allied health professionals will raise their leadership profile in this area, to ensure the change agenda is clinically led and relevant to our needs.

We will:

 ✓ Ensure appropriate professional membership of information technology strategy and implementation groups

 ✓ Drive and engage with the roll-out of the E-Obs project

 ✓ Embed the use of SafeCare to assess staffing capacity to meet demand identified by real-time assessment of acuity, dependency and activity

 ✓ Progress the use of Hillingdon Care Record and Nerve Centre to improve safety, communication and reduce duplication

 ✓ Explore technological solutions to prescribing and dispensing medications

 ✓ Utilise data available for information management systems to reduce unwarranted variation and improve productivity and outcomes

 ✓ Work with partners across the health and social care economy, and academia to develop and utilise technological innovations in healthcare and demonstrate their impact on patient experience and service efficiency
IMPLEMENTATION, MONITORING AND EVALUATION

The strategy’s objectives will be achieved through delivery of a detailed overarching annual action plan with clear milestones and lines of accountability.

Progress against these targets will be monitored at divisional level by the Assistant Directors of Nursing, Head of Midwifery and Head of Therapies. Overall progress will be driven and monitored by the Deputy Director of Nursing and Patient Experience and presented to the Nursing and Midwifery Assembly at quarterly intervals.