NHS
St Helens and Knowsley Teaching Hospitals
NHS Trust

Nursing and Midwifery Strategy
2022-2025

Contents

Foreword from Sue Redfern, Director of Nursing, Midwifery and Governance

I am delighted to introduce our Nursing and Midwifery Strategy for 2022-2025 which sets out our priorities for the coming years. The overall aim is for the strategy to support our nurses and midwives to continue to provide 5 star patient care, in what is an exciting time to be a member of Team STHK, as well as part of the workforce nationally.

Every year brings fresh challenges, but also more opportunities and as nurses and midwives we can lead the changes necessary to ensure the continued delivery of high quality, person-centred care, fit for current and future generations.

As I reflect over the last two years, I am in awe of the courage and compassion shown by each member of our workforce. Nurses and midwives have been at the forefront of our response to the COVID-19 pandemic and your commitment has shone through. Thank you for everything you have done, and continue to do, for our patients and each other during these challenging times as we continue to face ongoing changes across the world and within healthcare in particular.

This document describes the Nursing and Midwifery Strategy for the next three years with particular focus on the first twelve months which is a time of recovery and restoration during our emergence from the pandemic.

Our partnerships and team working already make a difference to our patients' experience. I am proud of how well we work together across acute, primary, community and social care services, as well as with the voluntary sector.

As we move forward, we will continue to adapt to new and emerging models of care to meet the needs of our diverse communities. This strategy sets out aims and ambitions to modernise our profession, develop our staff and encompass new and exciting roles across the Trust.

This strategy has been developed in consultation with members of our workforce through a number of engagement events and demonstrates the Trust's commitment to involving you in decisions about our future strategic direction. The feedback we have received, alongside the objectives set by the Chief Nursing Office and Chief Midwifery Officer for England, has helped shape our plans for the next three years.

Sue Redfern
Director of Nursing, Midwifery & Governance

Introduction

The Nursing and Midwifery Strategy is the overarching strategy for the delivery of nursing and midwifery care and is linked to the Trust's:
- Clinical and Quality Strategy
- Patient Experience and Inclusion Strategy
- Workforce Development Strategy
- Organisational Development Strategy
- Overall finance and operational performance delivery plans

It sets out how we will deliver the Trust's strategic priorities and is aligned to the national picture set out by both the Chief Nursing Officer (CNO) and Chief Midwifery Officer (CMO) and reflects the Nursing & Midwifery Strategy for Cheshire & Merseyside.

In 2019, Ruth May, CNO for England, announced a 3-point nursing strategy designed to help nurses deliver the NHS Long Term Plan, with the following priorities:
- A workforce that is fit for the future
- A collective voice that is powerful and heard
- A renewed pride in the profession

In March 2022, Donna Ockenden published an independent review of Maternity Services at Shrewsbury and Telford Hospital NHS Trust and identified 15 immediate and essential actions for all maternity services to implement, with the following key priory areas:
- Workforce planning and sustainability
- Safe staffing
- Escalation and accountability
- Clinical Governance and leadership
- Incident investigation and complaints
- Learning from maternal deaths
- Multidisciplinary training
- Complex antenatal care
- Labour and birth
- Preterm birth

At STHK, our vision is 5 star patient care delivered through our Trust objectives and Trust values which focus on 5 key areas:

Safety
Communication
Systems
Care
Pathways

Strategy
The nursing and midwifery strategic aims are:

Workforce that is **valued**
Embedding **safety**
Clear **communication**
Achieving person-centred care through improved **systems**
Raising standards of **care**
Evidence-based **pathways** to improve outcomes

Our focus for the first twelve months will be:
- Developing and supporting our workforce by strengthening recruitment and retention
- Reducing harm to our patients
- To introduce a 'Quality Dashboard'
- Further develop the 'Patient Experience Dashboard'
- Enhancing pride in the profession
- Increase collaborative working with patients

Strategic Aims

1. Workforce that is valued

Nursing and midwifery are highly skilled, educated professions and include highly skilled people and leaders. We will establish and highlight the importance and value of what our nurses and midwives do, helping them to influence and lead change at every level across the NHS.

We want our workforce to be diverse and to have every opportunity to progress in their careers. It is vital that we invest time and develop our staff so that they feel valued, have the necessary knowledge and skills and are happy and motivated to deliver high quality care working in collaboration with patients, their families and carers.

To achieve this, we will:
- Attract, recruit, and retain a diverse workforce
- Ensure staff have access to the right training to enable them to competently undertake their roles
- Develop a career pathway for all staff from band 2 to expert practitioner
- Ensure all staff have access to a Professional Nurse/Midwifery Advocate to provide support and restorative clinical supervision
- Analyse current and future role requirements to meet patient needs in line with all specialty service plans, including the development of new roles

2. Embedding safety

We will embed a culture of safety improvement and effective care that reduces harm, improves outcomes, and enhances patient experience. We will learn from mistakes and near-misses and enhance delivery of care.

We want our workforce to adapt to the ever-changing needs of modern healthcare. It is vital that we embrace technological advances and innovate to continue to deliver care that is safe, effective and achieves a positive patient experience.

To achieve this, we will:
- Reduce the number of hospital and community acquired harms (or lapses in care) for our patients through robust review and promoting a learning culture
- Ensure our staffing resources are used to their full potential and rosters are efficiently and safely produced
- Introduce a 'Quality Dashboard' to bring together key performance data from across Trust systems into one place
- Integrate senior nursing/midwifery roles into care group management teams
- Maintain a high standard of safeguarding practice when caring for patients at risk with vulnerabilities
- Ensure all staff have a voice that counts and are encouraged and supported to speak up/raise any concerns to develop a safer, learning organisation

3. Clear communications

We will respect the privacy, dignity and individuality of every patient. We will be open and inclusive with patients and provide them with more information about their care. We will seek the views of patients, relatives and visitors and use this feedback to help us improve our services.

We want our workforce to recognise and respect the varying needs of patients (including children) for information and explanation and give them the information they want or need, using appropriate language in a way that they can understand.

It is vital that we listen to everyone and respond appropriately and in a timely manner.

To achieve this, we will:
- Continue to improve communication by ensuring patients receive the right level of information that they need, in a way that is meaningful to them
- Further enhance the patient's voice based on "what matters to them" and ensure each area has a Patient Experience/Dignity Champion
- Further develop and embed ward/departmental patient experience dashboards to enable local monitoring and to drive improvements in patient engagement and feedback
- Ensure our senior nurses and ward and department managers are visible, to strengthen engagement and communication with patients, their families, carers and staff, responding to any comments or concerns they may have
- Widely communicate and share the changes made as a result of patient feedback to further embed improvements Trust-wide

4. Achieving person-centred care through improved systems

We will improve Trust arrangements and processes, drawing upon best practice to deliver systems that are efficient, patient-centred, reliable, and fit for purpose.

We want our workforce to have the capabilities to access and understand the latest digital systems and use them to inform decisions and improve patient care. It is vital that we use technology to reduce duplication of work and increase patient facing time.

To achieve this, we will:
- Continue to embrace a positive attitude towards technology and innovation and its potential to improve care and outcomes which will support the improvement of the digital capabilities of everyone working in healthcare
- Integrate more digital technology during face-to-face assessments and reviews, ensuring real-time input into systems in conjunction with the patient
- Increase patient involvement when utilising digital technology in patient care i.e., patient portals
- Contribute to the development and implementation of the digitalisation of the nursing record
- Embed a process for continual engagement with the digital quality audit tool 'Tendable' to drive and monitor patient care improvements at a local level

5. Raising standards of care

We will deliver care that is consistently high quality, well organised, meets best practice standards and provides the best possible experience of healthcare for our patients and their families.

We want our nurses and midwives to have 'pride in the profession' recognising and articulating the contribution they make to patient outcomes through their delivery of evidence-based interventions.

It is vital that we maintain our culture of caring and continuous improvement and that nurses and midwives actively seek to learn from incidents and complaints, sharing best practice and lessons learned across the Trust and wider profession.

To achieve this, we will:
- Ensure protected leadership time for nursing and midwifery managers in line with service demands
- Support nurses and midwives to actively participate in local multi-disciplinary groups focussed on identifying and addressing areas for improvement (shared decision-making)
- Raise the profile of audit, research, development and improvements in nursing and midwifery
- Relaunch and embed local accreditation via the Trust's Quality Care Accreditation Tool (QCAT), developing specialist 'QCATs', for areas such as Community Services, Outpatients, Theatre
- Relaunch and embed 'Quality Rounds' (QRs) across the whole organisation including Community Services

6. Evidence-based pathways to improve outcomes

As far as is practical and appropriate, we will reduce variations in care pathways to improve outcomes, whilst recognising the specific individual needs of every patient.

We want our nurses and midwives to increase collaborative working with patients, primary care providers and community partners to develop end to end care pathways. It is vital that we support shared decision-making so that patients receive the most appropriate care tailored to their needs in the most appropriate setting.

To achieve this, we will:
- Actively promote and support patients to adopt more 'self-care' to encourage the individual to take responsibility for their own health and wellbeing
- Continue to make all our services accessible to everyone to improve patient experience and reduce health inequalities
- Undertake equality analyses for all service changes involving nursing and midwifery services
- Explore opportunities to develop rotational posts across acute and community services to further enhance integrated pathways of care
- Work with external partners such as Higher Education Institutes to support innovative practice

Summary

This strategy outlines our goals of what outstanding care is as well as what our staff can expect and aspire to in terms of their own career development.

A three-year delivery plan accompanies this strategy (appendix 1)

The plan will be monitored by the Director of Nursing, Midwifery and Governance and reported to the Executive Committee and Board in the Quality Account. Where additional resources are required to deliver the strategy business cases will be developed.

A monthly Nursing & Midwifery Strategy Group involving key stakeholders and chaired by the Director of Nursing, Midwifery & Governance will monitor progress (inaugural meeting scheduled for July 2022).

We also recognise there may be a need to update the strategy in line with changes to the operating environment or world events such as the COVID-19 pandemic.

This strategy will be implemented in conjunction with the following:
- People Strategy 2022-25
- Workforce Development Operational Plan 2022-25
- Recruitment & Selection Operational Plan 2022-25
- Health & Wellbeing Operational Plan 2022-25
- Equality, Diversity & Inclusion Operational Plan 2022-25
- Organisational Development Operational Plan 2022-25

Delivery Plan 2022 - 2025
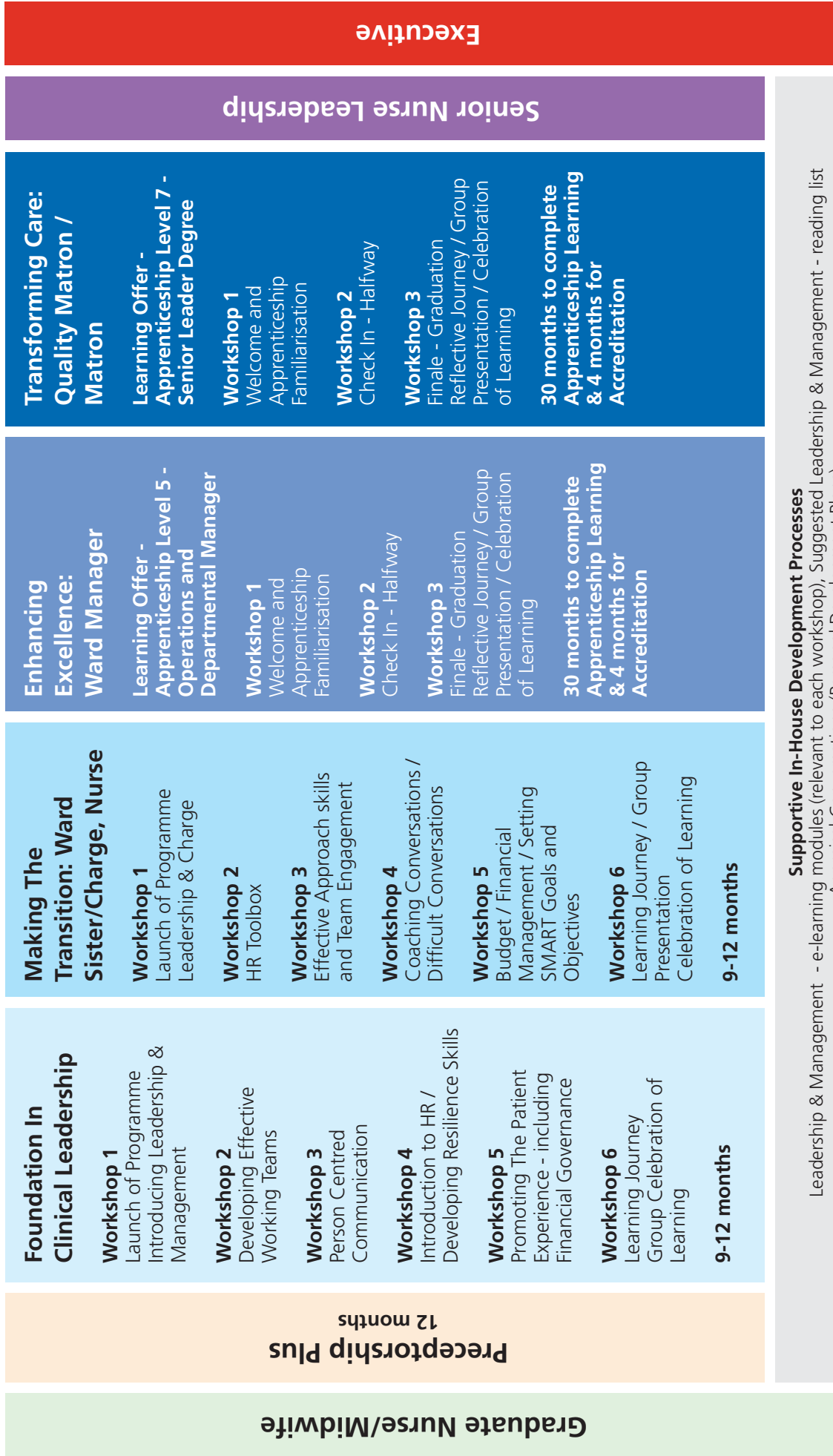
The actions in blue are priorities for year one.

1 Workforce that is **Valued**			2022 -23	2023 -24	2024 -25
Key stakeholders - Learning and Organisational Development, Workforce Development, Core Human Resource Teams	1.1	In collaboration with operational and HR colleagues a 'Workforce Development Strategy' will be developed based on care groups service plans	✓	✓	✓
	1.2	Effectively recruit and retain our nursing, midwifery, and care staff by providing job opportunities and career progression, promoting flexible working, exit interviews and clear succession planning in line with the Recruitment and Retention Strategy	✓	✓	✓
	1.3	Develop and embed career pathways/career progression (supported by appropriate development/educational opportunities such as apprenticeships) to maximise talent management at every level in line with the Workforce Development Strategy (Appendix 2)	✓	✓	✓
	1.4	Strengthen workforce planning to develop models of care and new roles underpinned by robust job planning	✓	✓	✓
	1.5	Create a 'pipeline' into registered positions such as Trainee Nurse Associate roles by implementing a 'grow your own' strategy of recruitment and development from the local population embracing nursing cadet and novice HCA roles		✓	✓
	1.6	Ensure meaningful, quality appraisals for all bands of nursing and midwifery staff take place yearly, rooted in the 'Trust Values'	✓	✓	✓
	1.7	Review the Trust's clinical skills educational offering to all nursing and midwifery staff to provide the appropriate training provision to ensure staff are equipped to undertake their roles, including refresher courses as needed	✓	✓	✓
	1.8	Continue to provide an environment that supports staff and promotes a work-life balance including a review of current shift patterns	✓	✓	
	1.9	Train enough staff over the next 2 years to provide the resource to undertake the role of Professional Nurse Advocate across the organisation to complement the existing resource in Midwifery (Professional Midwifery Advocate) This will ensure all staff have access to Professional Nurse/Midwifery Advocacy and Restorative Clinical Supervision	✓	✓	✓
	1.10	Continue to develop a diverse workforce, encompassing the Workforce Race Equality Standards and Workforce Disability Equality Standards (WRES and WDES) at every level in nursing and midwifery	✓	✓	✓
	1.11	Continue to recruit internationally and support existing [internationally recruited] staff to progress into senior roles within the organisation.	✓	✓	✓
	1.12	Empower the workforce through the delivery of shared governance and collective leadership, promoting shared decision-making to drive local improvements		✓	✓
	1.13	Work collaboratively with the Learning & Organisational Development Team to introduce a system of 'Schwartz Rounds' which provide a valuable opportunity for all staff to reflect on the emotional impact of their work through conversations facilitated by a local clinical lead and facilitator.		✓	✓

2 Embedding **Safety**			2022	2023	2024
Key Stakeholders – Patient Safety Team, E-roster Team, Informatics, Safeguarding	2.1	Reduce the number of hospital acquired harms or lapses in care for our patients through robust review and promoting a learning culture, implementing identified actions in a timely manner and widely sharing lessons learnt	✓	✓	✓
	2.2	Participate in patient safety improvement groups, including any national and regional collaboratives, to benchmark and report within local governance structures and the Patient Safety Council	✓	✓	✓
	2.3	Maximise the use of the 'SafeCare' e-tool/technology to optimise safe staffing introduce a 'Safer Staffing Steering Group' to inform and enable a robust annual staffing establishment review	✓	✓	✓
	2.4	Continue to work towards compliance with the Birthrate Plus ® workforce 2022 assessment findings alongside the introduction and monitoring of the new Birthrate Plus ® intrapartum acuity app	✓		
	2.5	Introduce a 'Quality Dashboard' to bring together key performance data from across Trust systems into one place	✓	✓	✓
	2.6	Promote the "nursing voice" through integration of senior nurses into care groups	✓		
	2.7	Continue to embed the 'six principles' of safeguarding practice in practice (empowerment, prevention, proportionality, protection, partnership, accountability) and further embed the Mental Capacity Act into everyday practice to improve compliance with the requirements of the Act and improve patient understanding of its provisions	✓	✓	✓
	2.8	Continue to ensure all staff have a voice that counts and are encouraged and supported to speak up/raise any concerns to develop a safer, learning organisation.	✓	✓	✓
	2.9	Nursing and midwifery teams to be key in delivering improvements in practice recommended from the Deteriorating Patient Project Group (such as improved compliance with observation frequency as per NEWS2)	✓		
	2.1	Expand the Corporate Nursing workforce to implement national and Trust improvement initiatives such as "Always Events ®" and "Pathway to Excellence ®"		✓	✓

3 Clear **Communications**			**2022**	**2023**	**2024**
Key Stakeholders – Senior Nursing Team, Patient Experience Team, Learning and Organisational Development	3.1	Improve communication by ensuring patients receive the right level of information that they need in a way that is meaningful to them by continuing to review patient information methodologies (accessible information standard)	✓	✓	✓
	3.2	Ensure each area has a Patient Experience/Dignity Champion and a forum to come together, help implement the Trust's Patient Experience and Inclusion Strategy and to share ideas to evoke change	✓	✓	✓
	3.3	Further develop and embed ward and departmental 'Patient Experience Dashboards' to enable local monitoring and to drive improvements in patient engagement and feedback	✓		
	3.4	Ward and department managers to look at ways to increase visibility to strengthen engagement and communication with patients, their families/carers	✓	✓	✓
	3.5	Increase the levels of engagement and visibility of matrons and senior nurses in clinical areas through the re-introduction of Senior Nurse Quality Engagement sessions (walkabouts) led by the Corporate Nursing Team with on-going evaluation	✓	✓	✓
	3.6	Enhance inclusive leadership, professional standards and accountability through professional forums	✓	✓	✓
	3.7	Work collaboratively with Learning & Organisational Development to introduce a series of listening events for all groups of nursing and midwifery staff	✓		
	3.8	Widely communicate and share the changes made as a result of patient feedback to further embed improvements Trust-wide	✓	✓	✓
	3.9	Further enhance the patient's voice based on "What matters" to them to ensure person-centred care and to improve patient experience	✓		
	3.1	Widely communicate and share the changes made as a result of patient feedback to further embed improvements Trust-wide	✓		
4 Achieving person-centred care through improved **Systems**			**2022**	**2023**	**2024**
Key Stakeholders – Informatics, Corporate Nursing Team	4.1	Integrate digital technology into direct patient contact, ensuring real-time input into systems in conjunction with the patient during face-to-face assessments and reviews	✓	✓	✓
	4.2	Increase patient involvement when utilising technology in patient care, including patient portals	✓	✓	✓
	4.3	Embrace advances in technology to re-design new ways of working therefore releasing time to care	✓	✓	✓
	4.4	Contribute to the development and implementation of the digitalisation of the nursing record	✓	✓	✓
	4.5	Embed a process for continual engagement with the digital quality audit tool 'Tendable' to drive and monitor patient care improvements at a local level	✓	✓	✓
	4.6	Ensure training/access for IT systems is a priority for all new starters	✓		

5 Raising standards of **Care**			**2022**	**2023**	**2024**
Key Stakeholders – Senior Nursing Teams, Corporate Nursing Team	5.1	Ensure protected leadership time for nursing and midwifery managers in line with service demands (though weekly quality engagement sessions, monthly forums)	✓	✓	✓
	5.2	Support nurses and midwives to actively participate in local multi-disciplinary groups focussed on identifying and addressing areas for improvement (shared decision-making)		✓	✓
	5.3	Promote high standards of care through utilisation of the Trust Values in all forums. Promote a culture of care and compassion for patients, relatives, carers, and staff	✓	✓	✓
	5.4	Relaunch and embed local accreditation using the Trust's 'Quality Care Assessment Tool' (via the 'Tendable' electronic application). Re-establish a multidisciplinary and peer review approach to the QCAT assessment process	✓	✓	✓
	5.5	Relaunch and embed 'Quality Rounds' (QRs) across the whole organisation including Community Services	✓	✓	✓
	5.6	Raise the profile of audit, research, development and improvements in nursing and midwifery	✓	✓	✓

6 Evidence-based **Pathways to** improve outcomes			**2022**	**2023**	**2024**
Key Stakeholders – External community Services, Local HEIs	6.1	Increase collaborative working with patients, primary care & community partners to develop end to end care pathways, supported by shared decision-making so that patients receive the most appropriate care tailored to their needs in the most appropriate setting	✓	✓	✓
	6.2	Actively promote patients to adopt more 'self-care' to encourage the individual to take responsibility for their own health and wellbeing.		✓	✓
	6.3	Continue to make all our services accessible to improve patient experience and reduce health inequalities		✓	
	6.4	Undertake equality analyses for all service changes involving nursing and midwifery services	✓	✓	✓
	6.5	Explore opportunities to develop rotational posts across acute and community services which will provide better continuity of care, enhance the patient experience, improve outcomes and to further enhance integrated pathways of care		✓	✓
	6.6	Work with external partners such as Higher Education Institutes to support innovative practice to improve care pathways based on latest evidence		✓	✓
	6.7	Work in collaboration with carers centres to embed the 'Carer Passport' in practice	✓		

Nurse Development Pathway

Executive

Senior Nurse Leadership

Transforming Care: Quality Matron / Matron

Learning Offer - Apprenticeship Level 7 - Senior Leader Degree

Workshop 1
Welcome and Apprenticeship Familiarisation

Workshop 2
Check In - Halfway

Workshop 3
Finale - Graduation Reflective Journey / Group Presentation / Celebration of Learning

30 months to complete Apprenticeship Learning & 4 months for Accreditation

Enhancing Excellence: Ward Manager

Learning Offer - Apprenticeship Level 5 - Operations and Departmental Manager

Workshop 1
Welcome and Apprenticeship Familiarisation

Workshop 2
Check In - Halfway

Workshop 3
Finale - Graduation Reflective Journey / Group Presentation / Celebration of Learning

30 months to complete Apprenticeship Learning & 4 months for Accreditation

Making The Transition: Ward Sister/Charge, Nurse

Workshop 1
Launch of Programme Leadership & Charge

Workshop 2
HR Toolbox

Workshop 3
Effective Approach skills and Team Engagement

Workshop 4
Coaching Conversations / Difficult Conversations

Workshop 5
Budget / Financial Management / Setting SMART Goals and Objectives

Workshop 6
Learning Journey / Group Presentation Celebration of Learning

9-12 months

Foundation In Clinical Leadership

Workshop 1
Launch of Programme Introducing Leadership & Management

Workshop 2
Developing Effective Working Teams

Workshop 3
Person Centred Communication

Workshop 4
Introduction to HR / Developing Resilience Skills

Workshop 5
Promoting The Patient Experience - including Financial Governance

Workshop 6
Learning Journey Group Celebration of Learning

9-12 months

Preceptorship Plus
12 months

Graduate Nurse/Midwife

Supportive In-House Development Processes

Leadership & Management - e-learning modules (relevant to each workshop), Suggested Leadership & Management - reading list
Appraisal Conversations (Personal Development Plans)
Clinical Education Opportunities / Coaching / Mentoring / Application & Interview Skills
E-Learning Modules - Leadership & Management / Reflective Learning Journal

Further reading

Always Events ® www.england.nhs.uk/always-events/

Ockenden Review of Maternity services
www.england.nhs.uk/publication/ockenden-review-of-maternity-services/

Pathway to Excellence ®
www.england.nhs.uk/nursingmidwifery/shared-governance-and-collective-leadership/nursing-midwifery-excellence/

Shared Governance and Collective Leadership
www.england.nhs.uk/nursingmidwifery/shared-governance-and-collective-leadership/

Matron's Handbook www.england.nhs.uk/mat-transformation/matrons-handbook/

Birthrate Plus ® www.birthrateplus.co.uk/

NHS Workforce Race Equality Standard (WRES) www.england.nhs.uk/about/equality/equality-hub/equality-standard/

NHS Workforce Disability Equality Standard (WDES) www.england.nhs.uk/about/equality/equality-hub/wdes/

SafeCare Allocate www.allocatesoftware.co.uk/solutions/workforce-need/care/safecare/

Trust Objectives 2022 – 2023 https://www.sthk.nhs.uk/trust-objectives

Deprivation of Liberty Safeguards
www.cqc.org.uk/sites/default/files/Deprivation%20of%20liberty%20safeguards%20code%20of%20practice.pdf

Maternity Voices http://nationalmaternityvoices.org.uk/

PLACE https://digital.nhs.uk/data-and-information/areas-of-interest/estates-and-facilities/patient-led-assessments-of-the-care-environment-place

NHS People Plan 2021 https://www.england.nhs.uk/ournhspeople/

Workforce Standards RCN 2021
https://www.rcn.org.uk/professional-development/publications/rcn-workforce-standards-uk-pub-009681

Shared Decision-Making Summary guide
https://www.england.nhs.uk/wp-content/uploads/2019/01/shared-decision-making-summary-guide-v1.pdf

NHS Long Term Plan 2019 https://www.longtermplan.nhs.uk/publication/nhs-long-term-plan/

Tendable https://www.tendable.com/

Schwartz rounds
https://www.gmc-uk.org/education/standards-guidance-and-curricula/guidance/reflective-practice/schwartz-rounds

Professional nurse advocate A-EQUIP model: A model of clinical supervision for nurses
https://www.england.nhs.uk/publication/professional-nurse-advocate-a-equip-model-a-model-of-clinical-supervision-for-nurses/

Health Education England: A Health and Care Digital Capabilities Framework
www.hee.nhs.uk/sites/default/files/documents/Digital%20Literacy%20Capability%20Framework%202018.pdf

Notes

Additional information about the Trust is available on the website:

www.sthk.nhs.uk