

TRUST BOARD31st July 2014

TITLE	Together we Care – Nursing and Midwifery Strategy
EXECUTIVE SUMMARY	This paper gives an overview of the genesis, purpose and implementation plans for the Trust's Nursing and Midwifery Strategy, Together we Care.
BOARD ASSURANCE (RISK)/ IMPLICATIONS	The Board can be assured that nurses and midwives working within the Trust have a strategic vision to guide them in care delivery supported by a clear set of values and behaviours and focused areas of development to enable the delivery of the very best nursing and midwifery care.
STAKEHOLDER/ PATIENT IMPACT AND VIEWS	The views and contributions of registered and unregistered nurses and midwives throughout the Trust were sought in order to contribute to the vision, formulate the values and agree the desired behaviours and implementation plans.
EQUALITY AND DIVERSITY ISSUES	None identified
LEGAL ISSUES	None identified
The Trust Board is asked to:	Approve the Strategy.
Submitted by:	Suzanne Rankin, Chief Nurse
Date:	23 rd July 2014
Decision:	For Approval

Nursing and Midwifery Strategy - Together we Care

“To be a nurse, a midwife or member of care staff is an extraordinary role. What we do every day has a deep importance. We are key to the drive to enable people to stay healthy and well for longer through promoting health and well-being, and supporting independence. We help people to recover from illness, sometimes when they are at their most vulnerable. We support hundreds of thousands of people in living with illness. We provide care and comfort when people’s lives are coming to an end”

Jane Cummings, Chief Nursing Officer (2012)

1.0 Why a Nursing and Midwifery Strategy

Nurses and midwives are at the centre of any episode of patient care and their roles have a significant impact on the patient experience.

High quality patient care is the responsibility of all hospital staff and every single employee has their role to play. However, it is also important to recognise that nurses and midwives form the backbone of patient care. They not only impact on the patient experience, but they can act as a model of good care for other professions.

Nursing and midwifery staff at Ashford and St Peter’s already give their best, and this strategy aims to provide a framework that empowers nurses and midwives and reveals their unique value. It will encourage nurses and midwives to learn from the already excellent practice in the organisation; to be confident enough to innovate and improve patient care for the future and to understand what the organisation means by excellent patient care.

The strategy has been developed in close consultation with the nursing and midwifery team and, as such, it reflects their priorities for delivering the highest quality care that they want for their patients. Together we Care clearly sets out a roadmap showing what excellent care looks and feels like; what we expect of our nursing and midwifery team; and what they can expect from the organisation.

Together we Care is also the nursing and midwifery team’s response to the organisational strategy, and demonstrates how our work will support the Trust in achieving its vision. We have also considered the national position, particularly the National Strategy; Compassion in Practice, outlined by Jane Cummings, Chief Nursing Officer for England.

2.0 The National Picture

In 2012 Jane Cummings launched Compassion in Practice and the “6 Cs” of nursing to support and enable a culture of care within the NHS. The 6Cs are:

1. Care
2. Compassion
3. Competence
4. Communication

5. Courage
6. Commitment

During our consultation with ASPH nurses and midwives we found that whilst the 6Cs resonated all felt it was important that our strategy reflected the specific requirements of ASPH and the values of our nursing and midwifery team.

To this end, we have ensured that the principles of the 6Cs are enshrined within our vision values and objectives, but they are part of a wider vision that is unique to ASPH.

This strategy is also part of the nursing and midwifery team's response to the set of recommendations for all Trusts in the Francis Report. This strategy allows us to ensure that we implement the recommendations in a positive, vigorous and planned manner.

The NHS has been through unprecedented change over recent years, and we recognise that all colleagues are operating in a highly pressurised environment and that each individual makes a huge emotional and physical investment in their role. We know that all ASPH colleagues want to deliver the best care and this strategy aims to support our nurses and midwives to do exactly that, whilst still recognising the fact that in common with other staff groups they already do an excellent job, in sometimes difficult circumstances. We recognise and thank them for their ongoing commitment to their profession, the Trust and, most importantly, their patients.

3.0 Nursing and Midwifery at ASPH

"The Future is already here; it's just unevenly distributed"

William Gibson

Nursing and midwifery at ASPH is already in a strong position, but there is always more that we can do to improve. This strategy aims to take the highest quality care that is already being delivered, and to spread this best practice across the organisation. This will ensure a high quality, coherent patient experience and by supporting all of our nurses and midwives to achieve the highest standards we will also safeguard their job satisfaction.

The dedication and high skill levels of the entire nursing and midwifery team is clear, as is the strength of the Senior Nursing and Midwifery Leadership Team, the ward sisters and managers and midwifery team leaders, who take the organisational strategies and make them a reality in clinical areas.

Together we Care builds on recent successes such as; CQC compliance, Best Care performance, Safety Thermometer performance, Friends and Family Scores and the Releasing Tome to Care initiated to name but a few and creates the momentum to sustain the pace of improvement and development into the future.

4.0 Consultation

The meaningful engagement of nursing and midwifery colleagues is key to the successful delivery of the strategy. The idea is not to 'create' values and a vision for the team, but to reflect existing values and to turn the professional aspirations of our nursing and midwifery

team into a vision for the future. The strategy will also outline the process for achieving this vision with a practical implementation plan to turn our shared ambition into a reality.

A nursing and midwifery away day was held in May 2013, which allowed some of the initial ideas to be tested. The feedback was extremely strong and the enthusiasm for Together we Care was clear to see.

The principle of consultation and co-production is well embedded in the work and will continue to ensure that the strategy is responsive and adaptable to change.

5.0 Our Vision

By 2017:

ASPH Nurses and Midwives will give the Best Nursing and Midwifery Care in the Country so that;

- every patient will receive patient centred care with dignity and compassion that is beyond expectation;
- care will be delivered by confident and capable nurses and midwives who actively advocate for patients and their carers working within an open and honest culture that puts patient safety above all else;
- the very best care will be provided to ***every patient, everywhere, every time.***

6.0 Our Values

Our consultation found that ASPH nurses and midwives already have a shared set of core values and beliefs that shape the care they give. These values are a good way to strengthen the sense of community within the nursing and midwifery team and demonstrate to others exactly what it means to be a nurse or midwife at ASPH and are:

- **To be a nurse or midwife is a huge privilege**
Caring for patients when they are vulnerable, supporting them through their care journey and helping to improve people's experience is an honour. With this privilege comes huge responsibility – to other care professionals; to ourselves as individuals; to other nurses and midwives; but most of all to our patients.
- **Its emotional - you should “feel” it**
Good care feels good. When we deliver the best for our patients we gain professional and personal satisfaction. We want our nursing and midwifery team to feel good about the care they deliver, because they know it is the best care.
- **How well I care is in my hands**
Each member of the nursing and midwifery team has the skills and the ability to deliver superb patient care and this strategy will also ensure that they have the support and tools to do so. Our nurses and midwives will feel a personal responsibility for the care of each patient, and taking personal action when things need to be done.
- **We all come to work to do a good and professional job. Caring is a team effort, not a uni-professional responsibility**
The whole team at ASPH want to do a good job, to do the best for our patients and to continue to improve the patient experience. Good nursing and midwifery involves

great teamwork and our nurses and midwives will recognise the value and contribution of their professional colleagues and will work with them to maximise the individual contribution of each team member to achieving the team objectives.

- **Effective leadership is essential**

Ward Sisters and Midwifery Team Leaders are the centre of gravity for the profession and our implementation plan reflects the importance of this group in effecting change; embedding core values and in spreading best practice across the organisation.

- **Good nurses and midwives are well educated and caring. The art of care blends technical and clinical skills with humanity and empathy, leading to compassionate and effective care**

Nurses and midwives are highly skilled professionals. Over recent years the professions have come under huge public scrutiny through media coverage that suggests that nurses and midwives do not effectively care for patients due to the move to an academic approach taken to nurse and midwife education. The nurses and midwives at ASPH refute this conclusion believing rather that in order to care for patients nurses and midwives need to be highly educated.

- **We must advocate for patients and have courage to rationally challenge**

Nurses and midwives have an intimate role with the patients in their care, and this provides them with unique insights into the patient experience. We are also a highly skilled group of staff with valid professional opinions. Our team must advocate for patients, both within their own teams and with other professional colleagues. However, if there is a need to challenge procedures or aspects of patient care, it must be carried out in an appropriate manner that reflects our professional status. Nursing and midwifery staff must also remain open to rational challenges from other professions. Differing views from other professionals and our own team members are to be welcomed and considered as long as they are appropriately raised and rooted in professional integrity.

7.0 Objectives

To achieve our vision we have developed a number of objectives, each around a different theme that will enable us to reach our goals.

- **Leaders**

To have nurses and midwifery leaders who are inspirational role models, leading the delivery of best nursing and midwifery care.

- **Education, Training, Developments**

To have nurses and midwives who are competent, capable and committed to delivering safe and dignified care.

- **Staffing Levels**

To have the right number of nurses and midwives to give the best care.

- **Accountability**

To have nurses and midwives who are relentless in their pursuit of excellence through a deep understanding of professional and personal accountability.

- **Research**
To have nurses and midwives who are intellectually curious, innovative and have the confidence to question the 'status quo.'
- **Team values**
To have nurses and midwives who stand among equals bringing the elements of patient care together for the benefit of patients.

8.0 Together we Care Behaviours

The Together we Care Behaviours are a way of taking our vision, values and objectives and demonstrating how that is made reality in the way nurse and midwives behave and interact with others.

We have also taken some time to consider Together we Care outcomes for our patients. They are at the heart of this strategy and so we wanted to take some time to consider how our patients should feel once this strategy is successfully implemented:

We expect our nurses and midwives to:

- Treat all patients as we would want to be treated
- Appreciate the privilege of the role
- Not leave things for others to do
- Promote our hospital to others – be proud to be part of the team
- Strive to be the best
- Value and take care of our resources
- Commit to continuous self-improvement
- Contribute to the development of the body of nursing and midwifery knowledge.

Our nurses and midwives expect to:

- Be treated with respect and courtesy
- Be supported with managing the emotional labour of caring
- Not to be asked to do the impossible
- Have excellence, recognised, rewarded and celebrated
- Have access to and knowledge of the 'best' practice
- Have training and support to effectively deploy / manage resources
- Have access to the best training and development throughout their career
- Have the opportunity to develop and influence best practice
- Have the right resources to enable them to deliver effectively.

Our patients will:

- Feel safe and that they 'matter' and are treated as individuals
- Know that their views and feelings are understood and respected
- Trust our nurses and midwives and the care that they deliver, but feel confident and comfortable in questioning their treatment at any stage
- Feel cared for as a whole person, not simply a list of symptoms

- Know that they are being cared for by a dedicated and highly skilled team of professionals who are all working together as a cohesive team
- Want to tell others about the excellent care they have experienced.

9.0 Together we Care (TwC) Programme Architecture and Implementation

TwC is an ambitious programme but we are confident that the dedication and enthusiasm of our nurses and midwives, combined with their shared vision for the future of care at ASPH, means that we can achieve our objectives.

The Together We Care Programme Board is to be chaired by the Chief Nurse, sits within Senior Nursing and Midwifery Leadership Committee structure which in turn reports to Quality Governance Committee.

Implementation

A programme management approach is to be taken and each workstream is currently defining project definition, milestones and measures. These will be used to monitor and report progress via the governance structure detailed at Annex A.

A summary of the strategy, vision, values, behaviours and priorities for workstreams is at Annex B.

Next Steps

Trust Board is asked to approve the Together we Care Strategy and work to date. Should approval be secured a plan has been made to publish and raise awareness of the strategy using a variety of media and materials.

Vision – a description of how it will be 2016

**ASPH Nurses and Midwives
commit to give
the Best Nursing and Midwifery Care
in the Country**

That means:

**Every patient will receive patient centred care
with dignity and compassion
that is beyond expectation**

*

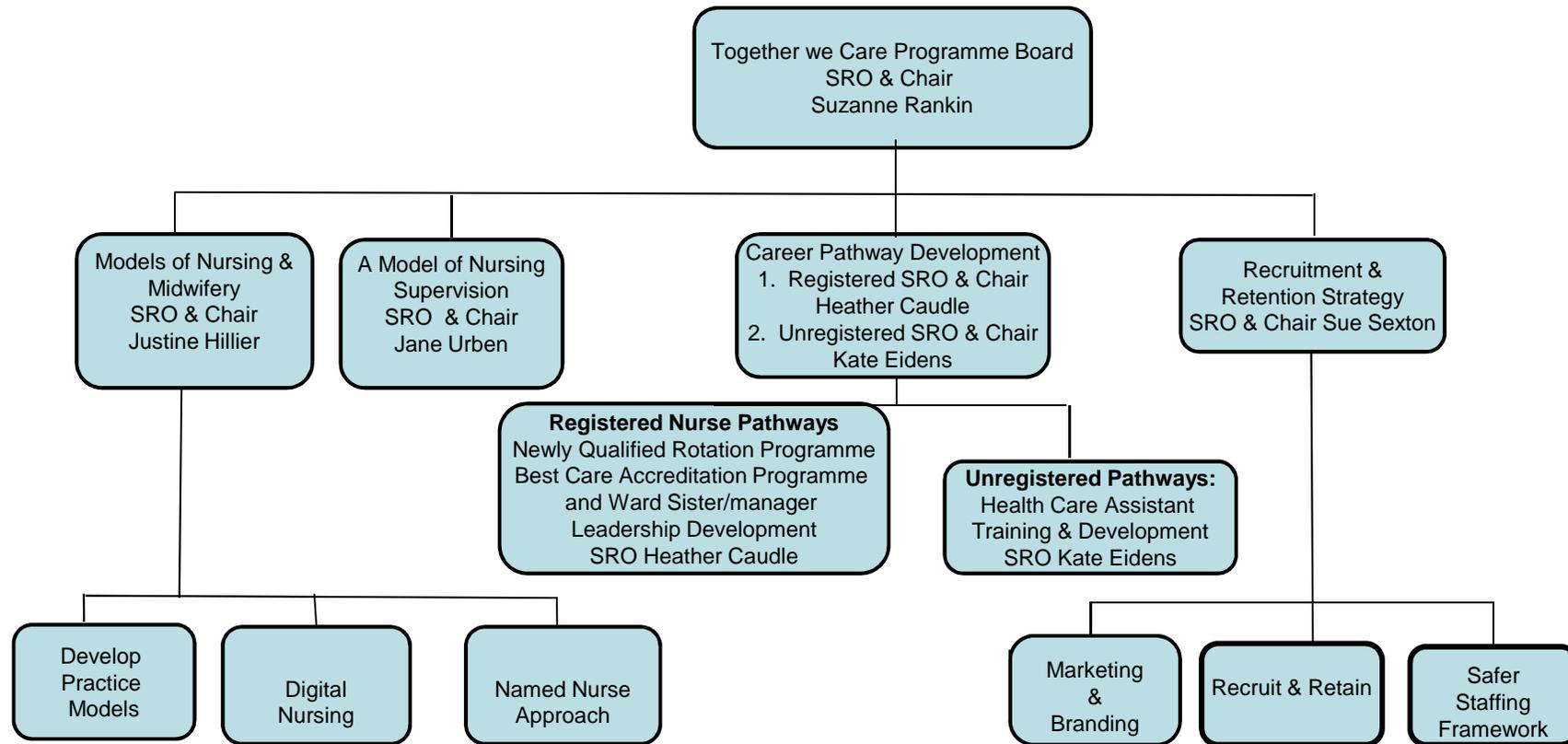
**Care will be delivered by
confident and capable nurses and midwives
who actively advocate for patients and their carers
working within an open and honest culture
that puts patient safety above all else**

*

**This level of care will be provided to
every patient, every where, every time**



Together we Care Programme Architecture



Currently TwC Programme Board sits within SNMLC structure which in turn reports to Quality Governance Committee – should we adopt a dual governance approach which would see workforce related streams reporting to WoD?

Nursing & Midwifery Strategy

Together we Care- Putting Patients First, Passion for excellence, Pride in Our Teams, and Personal responsibility

Together we Care -Nurses and midwives will embrace and model the values of essential nursing and midwifery care; compassion, empathy, kindness and respect and promote a culture of openness, understanding and continuous improvement. *Leaders* - Nursing and midwifery leaders will be inspirational role models, leading the delivery of our vision, the best nursing and midwifery care in the Country. *TEAM Values* - Nurses and midwives will be respected, influential members of the wider care team, who support colleagues, role model the right behaviours, enable improvement and bring together the elements of care together for the benefit of patients and their carers.



Together we care

SAFE CARE: 'Delivering high quality care is what we do and we *have a passion for excellence.*

Safe care will be delivered through having the right number of nurses and midwives, in the right place at the right time determined through the application of evidence based methodology including appreciation of the acuity and dependency of patients and commitment to a safety positive culture

COMPETENT & CAPABLE: Nurses and midwives will be competent, capable and confident through a commitment to life – long professional development and learning. This is a *personal responsibility* from all of us.

ACCOUNTABILITY: Nurses and midwives will be relentless in their pursuit of excellence through a deep understanding of their professional and personal accountability.

INNOVATION: Nurses and midwives will deliver innovative and efficient care by being intellectually curious, participating in research, being open to change and focusing their efforts on activities that add value to patient care and experience *putting patients first!*

COURAGE: Having courage enables us to do the right thing for the people we care for, be bold when we have good ideas, and to speak up when things are wrong and have *pride in our teams!*

Making this happen needs us all to commit to action and nurses and midwives to take the lead..... Our thoughts around implementation are:

- ♥ Development of supervisory model for ward and team leaders
- ♥ Development of staffing model and framework (to include approach to temporary staffing)
- ♥ HCA development programme
- ♥ Development of career pathways that give a clear pathway from Band 2 to Band+
- ♥ Talent spotting and development programme

- ♥ Focus on recruitment and retention using our Together we Care Values
- ♥ Strengthening of clinical supervision
- ♥ Utilise Together we Care Values to build dedicated appraisal system with achievable professional development plans
- ♥ Mentor based ward and team leader development programme

Together we Care Behaviours - the chart below reflects our Nursing & Midwifery strategy and associated behaviours and values.

SAFE CARE: 'Delivering high quality care is what we do and we have a passion for excellence.'

What does *exemplary* look like

- 👉 Raising issues of concern, implementing action, holding staff to account
- 👉 Stopping, looking and listening – being mindful of your environment
- 👉 Finding and seizing opportunities to go the extra mile without being asked
- 👉 Being bold, ambitious and creative and challenging

What does *essential* look like

- 👉 Taking a proactive approach, and prioritising
- 👉 Having an in depth understanding of your day to day practices and the impact they have on others
- 👉 Advocate and safeguard patients
- 👉 Being "safe" to raise concerns and feeling confident supportive action

What does *UNACCEPTABLE* look like

- 👉 Being passive and demonstrating a lack of attention to detail
- 👉 Accepting average standards or refusing to move from the status quo
- 👉 Not being aware of impact on others
- 👉 Being asked to do the impossible
- 👉 Spreading negativity or having a 'can't do'

COMPETENT & CAPABLE: Nurses and midwives will be competent, capable and confident and is their personal responsibility

What does *exemplary* look like

- 👉 Not being afraid to challenge poor behaviour and inspiring courage in others
- 👉 Leading by example and taking responsibility for your actions
- 👉 Equipping ourselves with the skills, knowledge and wellbeing required to deliver your best

What does *essential* look like

- 👉 Embrace the privilege of the role
- 👉 Treating people as you would like to be treated, remembering that the little things often make the biggest difference
- 👉 Believing in yourself and your contribution, and having the confidence to speak up and speak the truth

What does *UNACCEPTABLE* look like

- 👉 Showing little interest in improvement or being dismissive of others' ideas or feedback
- 👉 Not being willing to trust others, or avoiding difficult issues
- 👉 Looking for excuses or undermining others
- 👉 Taking little interest in doing a good job

ACCOUNTABILITY & COURAGE: across all of our values enables us to do the right thing for the people we care for and having pride in our teams!

What does *exemplary* look like

- 👉 Taking on tasks, beyond expectation, to achieve team or organisational goals
- 👉 Supporting, inspiring, mentoring, coaching, celebrating, championing and motivating
- 👉 Taking the opportunity to innovate and be empowered to change and develop practice

What does *essential* look like

- 👉 Being good team members, supporting and valuing others
- 👉 Not leaving things for others to do
- 👉 In your work, prioritising the needs of your patients, teams and organisation ahead of your own
- 👉 Being honest and delivering what you promise

What does *UNACCEPTABLE* look like

- 👉 Refusing to work with others effectively – withholding information, or failing to listen to or acknowledge others' views
- 👉 Shouting, taking an aggressive tone, or finger-pointing
- 👉 Being dishonest or biased, or actions not matching words

INNOVATION: to innovative and efficient care, enhancing experience putting patients first!

What does *exemplary* look like

- 👉 Treating all patients as we would want to be treated
- 👉 Using what our patients and others tell us to make our care the best it can be
- 👉 Adjusting your communication style to fit the person or the purpose

What does *essential* look like

- 👉 Being supported with the emotional burden of caring
- 👉 Having access to knowledge of 'best' practice and being enabled to implement
- 👉 Valuing and taking care of our resources

What does *UNACCEPTABLE* look like

- 👉 Making little effort to explain situations, creating anxiety and confusion
- 👉 Ignoring patients who need help – the standard you walk past is the standard you accept
- 👉 Being negative to change, or not involving oneself in new ways of working

