

Supporting you to live well

Our Strategic Delivery Plan for

NURSING

2018 - 2021



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INTRODUCTION

This booklet summarises the Strategic Delivery Plan for Nursing. It is one of a series that we have produced for each of our core professions. Similar booklets summarise the Strategic Delivery Plans for:

- Medicine
- Occupational Therapy
- Pharmacy
- Physiotherapy
- Psychological Professions
- Social Work.

Multidisciplinary care is a basic foundation of what we do and it is important to note that the core professions listed above do not take account of every professional group within our organisation. We know that many staff outside these groups make a huge contribution to supporting the people in our care – all of them deserve equal credit and are equally important.

Every profession brings with it a unique and valuable perspective on how to help people using our services, their families and each other. We want every professional in our organisation to be able to see and use the unique skills with which their profession has equipped them and to know that their contribution is valued and respected. In due course, each of the professions will be developing forums to advise our Board on professional issues.

Our aim is to make the most of the rich mix of professions that we are so fortunate to have. We should all feel proud to have this range of expertise, and the commitment that underpins it, within our organisation. The Strategic Delivery Plans strive to be a set of 'live' documents that will make sense to staff, users of services and other partners and stakeholders. They will help us to articulate, plan and implement improvements in care.

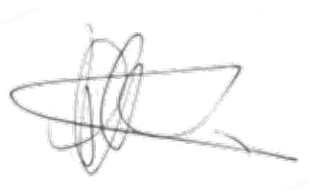
All of the professions share and seek to achieve the key strategic aims and values of our organisation:

- To deliver consistently high quality care and treatment
- To ensure our services are driven by the voices of people who use them
- To build a reputation as a recognised centre of excellence and expertise

- To attract and retain talented people and to create a great place to work, with a shared sense of pride and ambition
- To challenge discrimination and stigma and to champion recovery, inclusion and wellbeing
- To be an efficient, thriving and successful organisation with a sustainable future.

Many of the professions share the same key challenges and priorities, such as recruitment, the need to develop our workforce and to widen our roles and capabilities. Similarly, all of our professional disciplines wish to ensure that their job titles and job descriptions reflect their core discipline.

We have well-established Heads of Profession, some of whom currently sit within directorate management teams. This will be reviewed and a recommendation made to ensure that we have the best structure and most appropriate professional leadership in place to influence and lead in all areas of care as our organisation moves forward.

A handwritten signature in dark ink, appearing to read 'Paul Keedwell', with a stylized, overlapping circular flourish on the left side.

Paul Keedwell
Director of Nursing and Practice

OUR STRATEGIC DELIVERY PLAN FOR NURSING

We aim to celebrate and support the contribution and impact of Nursing on the experience of people using services and their families. Nurses are the single largest group of professionals in the organisation and, as such, a Strategic Delivery Plan for their support and development can have a major impact on the success of the organisation in achieving its goals.

Nurses in our organisation are working with patients every minute of every day. We want them to have pride in the quality and importance of what they do and the skill, humanity and compassion with which they do it. We want our organisation to be a great place for nurses to work and known nationally and internationally as a place where Nurses are supported, well led, innovative and at the centre of improving mental health and learning disability care. Most importantly, we want users of our services and their families to value and benefit from the time we spend together.

Nurses will listen to what users of our services, carers and their colleagues want from them. They will feel valued and fairly treated. Every Nurse should be able to see a variety of career pathways open to them as clinicians, leaders, educators or researchers. They will be able to communicate effectively with other disciplines and demonstrate their use of evidence based assessments and interventions. Nurses will be able to point to the measurable outcomes of their pursuit of excellent care. And they will know that the organisation is doing everything it can to provide safe, fully staffed services.

There are big challenges ahead. The face of healthcare is changing; demand for services is increasing, accompanied with a downward pressure on resources and the increasing challenges of Nurse recruitment. This means that the focus on quality of care needs to be relentless. The publication of leading changes and adding value (a framework for nursing, midwifery and care staff) which has been implemented in all settings will ensure that we achieve the best quality of experience for our service users and staff, the best health and wellbeing outcomes for our population and use finite resources wisely to get best value for every pound spent.

There is a broad range of current national policy to guide us including The National Nursing Strategy (2012); The Five Year Forward View for Mental Health (2016); the Francis Inquiry and the subsequent safer staffing guidance from the Chief Nursing Officer (2014); the Shape of Caring national review from Health Education England (2015); Talent for Care - Get in Get on and Go Further (2014) and The Nursing and Midwifery Council's (NMC) revised Code of Conduct (2015).

The new NMC educational standards published in 2018 will fundamentally change the skill set of the Nursing workforce of the future with greater emphasis on physical health care knowledge and skills for mental health and learning disability Nurses and much greater knowledge and skill in the recognition of mental health presentations for adult and other specialty physical Nurses.

Our **strengths** include the size of our workforce and their presence in all areas of the organisation. Many of our senior leaders are Nurses. Nurses are respected by the multi-disciplinary team and recognise and respect the contribution of the other professions.

Our **weaknesses** include a lack of clear career pathways or frameworks. Nurses often report that they are supported to complete training but are then unable to use their new skills. We may have to leave posts, teams or the organisation to progress. Some teams are running with a large percentage of vacant posts, and need to rely on agency and sessional workers.

Opportunities include the ability to develop our use of evidence based assessments and interventions and to take on a wider range of skills, expertise and roles. National policy now supports the creation of clear career pathways for Nursing and an increase in the number of advanced practice skills and roles.

Threats include the national shortfall in qualified Nurses and changes to Nurse education that make training as a Nurse financially difficult. Nurses can feel so overwhelmed by fire fighting in busy teams that they do not feel able to provide the type and quality of care for which they trained. Agency work can seem like a less stressful option.

The Strategic Delivery Plan for Nursing will be a living document that we regularly review and update so that all Nurses can relate it to their practice. Thank you to everyone that contributed to its development.

OUR

NURSING

STRATEGY

FOR

2018-2021

To deliver consistently high quality care and treatment

We aim to continually improve and develop Nursing practice in line with best practice and evidence-based care.

We will:

- Improve the quality of our physical health care. Nurses will routinely encourage healthy lifestyles and 'make every contact count'.
- Ensure that physically deteriorating users of services are appropriately assessed and cared for. Consolidate the use of MEWS (Modified Early Warning Signs) across our inpatient services and develop the use of NEWS (National Early Warning Scores).
- Ensure that Nurses can effectively intervene in the case of a medical emergency.
- Enable every Nurse to develop and meaningfully use Quality Improvement methodology skills.
- Increase our use of evidence-based assessments and interventions in all types of care.
- Lead work to ensure that the organisation learns and changes its practice after incidents, complaints and audits.
- Ensure that Nurses have opportunities to 'debrief' after stressful or unfamiliar incidents.
- Provide opportunities for Nurses to understand how mindfulness techniques may help their service users and themselves.
- Develop the use of social media and the internet for Nurses to communicate and find information.
- Work with dieticians to improve nutrition advice and expertise as part of physical health care.

- Dieticians will review and develop our nutrition and food guidelines, policies and protocols and screening tools.
- Review how the contribution of dietetics can be expanded to a wider range of users of our services across the organisation.
- Make better use of non-medical prescribers (NMP) to support the success of the SMART transformation programme. This will be done with a focus on the role of the NMP within clinic hubs, satellite clinics and clinical teams, supervision arrangements, training and preceptorship.

To ensure our services are driven by the voices of people who use them

Nurses are well placed to lead and demonstrate patient involvement in their care and engagement in the governance arrangements of services.

We will:

- Use care plans that clearly reflect the full involvement of people who use our services in setting goals, interventions and reviews.
- Develop innovative techniques to improve opportunities for service users to record their experiences of care, develop advance statements and describe their wishes.
- Develop and improve mechanisms for listening and acting upon patient and family feedback. Enable people who use our services to use online platforms to give feedback about the care they receive.
- Include patient-identified and reported outcomes in all service models as well as clinical outcomes.
- Monitor and decrease the use of restrictive interventions, such as seclusion, restraint, segregation and blanket rules, involving experts by experience.
- Our dieticians will lead the ongoing review and development of our menu options, with the input of people who use our services.

To build a reputation as a recognised centre of excellence and expertise

Our organisation is a rapidly developing; Nurses will be in the frontline of establishing its national and international reputation.

We will:

- Improve links with our education providers and develop more shared posts.
- Develop our use of new technologies to help users of our services manage their own care.
- Provide more opportunities for Nurses to participate in journal clubs, reflective practice groups and academic programmes with universities.
- Establish a network of 'research aware' and 'research active' Nurses.
- Increase the number of student Nurse placements.
- Enable all qualified Nurses to hold a mentorship qualification and update this annually.
- Develop and enhance our reputation as leaders in specific areas of Nursing, such as forensic mental health care. Intensive care and community based recovery and rehabilitation.
- Develop and maintain Nurse-led clinics.
- Develop opportunities for staff to have an international influence, linking to overseas services to share our development.

To attract and retain talented people
and to create a great place to work, with
a shared sense of pride and ambition

Having safe, fully-staffed teams with the right skills is our number one priority.

We will:

- Protect time for all Nurses to have clinical supervision once a month.
- Support every health care assistant to achieve the Care Certificate or equivalent.
- Develop Consultant Nurse, Advanced Practitioner and non-medical Approved Responsible Clinician posts, including physical health care, dementia care, PICU, adult mental health, perinatal and learning disabilities.
- Enable all Nurses to have the word 'Nurse' or 'Nursing' in their job title and on their formal staff identification.
- Increase rotational opportunities for Nurses to experience work in different teams and specialities.
- Enable every Nurse to have a career plan as part of their development and annual Personal Development Review (PDR).
- Increase the number of apprenticeships to attract the younger workforce, who choose not to go to university.
- Increase the number of Band 4 associate practitioners.
- Provide funded places for Nurses to study for research doctorates.
- Develop a network of research aware and research active Nurses.
- Develop ways to routinely gain feedback from Nurses at team level about their experience.

To challenge discrimination and stigma and to champion recovery, inclusion and wellbeing

Nurses are perfectly placed to model best practice in fighting discrimination and for the rights of the people we support.

We will:

- Champion recovery by ensuring care is planned with people's full participation, setting their own goals and interventions.
- Increase the use of advance statements.
- Transform our rehabilitation services to make them more community-based and an example of national best practice.
- Improve our focus on prevention and the delivery of health promotion.
- Lead events that bring local communities and the organisation together to increase inclusion and battle stigma.

To be an efficient, thriving and successful organisation with a sustainable future

We will play our part in developing the organisation to be recognised as 'Outstanding' by the Care Quality Commission.

We will:

- Invest in and support our unqualified staff to train as Nurses with innovative and funded arrangements with local universities.
- Increase Nursing participation and engagement in service design.
- Maximise Nursing staff involvement in the development of clinical models in the directorates.
- Support Nurses to participate in NHS leadership opportunities, coaching, shadowing and mentoring opportunities.
- Make the most of the Nursing resources across the organisation, continually reviewing skill mix and the delivery of safer staffing.
- Ensure working for our organisation's internal bank is competitive, in terms of remuneration, with working for an agency.
- Prepare our services and staff to demonstrate high quality care when inspected.

IMPLEMENTATION

The Nursing and Professions Team, led by the Director of Nursing and Practice and the Heads of Professions, is responsible for the implementation of our Strategic Delivery Plans.

Launching the Strategies

The Strategic Delivery Plans as a whole will be launched at an event for all professions in May 2018. Each profession will also have a launch for its own plan.

Implementation

The Strategic Delivery Plans must be accessible and effectively communicated to everyone in the organisation, to service user and carer groups and the wider community. Professional leaders in each directorate will use their Strategic Delivery Plans to inform their priorities for development each year and how these will be achieved.

Monitoring

Our monthly Professions Advisory Committee, chaired on a rotational basis by one of the Professional Leads, will be the forum that takes responsibility for overseeing and monitoring the implementation of the Strategic Delivery Plans. They will provide a report on progress annually, through the organisation's governance processes, to the Trust Board. This will include the use of measurable outcomes as our Strategic Delivery Plans mean nothing if they do not demonstrably improve the experience of people using our services and their families and carers - and the ability of staff to deliver excellent care.

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