



Nottinghamshire Healthcare
NHS Foundation Trust



NURSING Strategy

2019 – 2024



positive
about integrated healthcare

Caring the Nottinghamshire Healthcare way

The pace of change in the NHS and the nursing profession suggests the need for a clear strategy for the future. The Trust's aim that 'through partnerships we will improve lives and the quality of care' has led us to reflect on our current position and future direction. In addition, over recent years, many changes at a local and national level have significantly impacted on our practice.

In response we are immensely proud to present our professional strategy that sets out our vision, aspirations and direction for the next five years. We launch this strategy at a time of unprecedented change and through this strategy we will improve the confidence and resilience of our nursing workforce; responding to the changes, challenges and opportunities posed.



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The desire to help, support and nurture other people is the reason that I entered into the nursing profession.

In my role today I am responsible for the Preceptorship Development Programme and with others developing all elements of the preceptorship offer at Nottinghamshire Healthcare.

My desire to help, support and nurture is as strong today as it was when I started my training, I remain passionate about supporting my registered and non-registered colleagues to grow and flourish in every aspect of their role. Believing that if well supported to develop both professionally and personally healthcare professionals are enabled to give the best possible care to their patients.

Lisa Stewart
Learning & Development Facilitator

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I am so delighted that the Trainee Nursing Associate role has been created. This means I can fulfil my dream and passion of becoming a Nursing Associate specialising in Learning Disabilities. The course has enabled me to continue working and learn. Without this course I would not be able to progress further in my career. Being on the course since September 2018, I have grown in confidence and already learnt so much about all four fields of nursing from my peers in the classroom and the lecturers. Our discussions are so valuable and offer an insight into different areas of work which I have brought back to practice and have increased my knowledge in my own practice, which has been valuable to me and my team. Once I have completed the Trainee Nursing Associate course, in the future I am hoping to further my career more and continue to train to be a Qualified Nurse.

Stephanie Robinson
Trainee Nurse Associate

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Our Nursing Philosophy

As a profession we are united in the view that nursing care in Nottinghamshire Healthcare will be delivered with kindness and compassion, upholding our Trust values and the NMC Code for Registered Nurses.

Nurses at Nottinghamshire Healthcare believe that the 6Cs are implicit. We see our work as both a privilege and a unique opportunity to shape the lives of people in our care. We take pride in the unique contribution we make in providing excellent care to patients, within an accountable model of professional practice. We truly believe that our patients and their families deserve the best and nothing less. Being a Nottinghamshire Healthcare nurse centres on trust, collaboration, compassion and care.

Our Context

As a combined community and mental health service provider, Nottinghamshire Healthcare offers a unique range of services ranging from care in people's homes to national specialised services in high secure forensic care. There are almost 5,000 Nottinghamshire Healthcare nurses, 60% of whom are registrants. In 2018 we had a combined vacancy rate of 9.4%, and average sickness rate of 6.3%.

This sits against the backdrop of a national shortage of nurses and an ageing workforce. Our strategy must therefore address complex recruitment and retention issues alongside the Trust's People and Culture Strategy, as well as promoting diversity and inclusion. Our ambition is to build our reputation as a mental health and community nursing employer of choice, which supports nursing development, offers the best support, supervision and training, and invests in inspirational career pathways.



The environment of changing and complex health care needs and increasing public expectation, requires us to unite in our desire to improve health and outcomes, supported by the best evidence based professional development. We are ambitious in our vision to enhance our skills, allowing us to respond to the current financial and system changes that are pressing for workforce transformation. This will involve taking leadership roles across the system and embracing technological advances that help deliver the best clinical outcomes for our patients.



Priority 1

Delivering the highest possible quality of care

The National Framework for Nursing, Midwifery and Care Staff (May 2016) 'Leading Change, Adding Value' describes the significant contribution of the nursing profession by ensuring that a focus on quality is achieved through a triple aim; better outcomes, better experience and better use of resources. We believe that all nurses come to work to give the best possible care to patients and therefore need access to development that supports knowledge, skills, competence and innovation.

To achieve this we will:

- Focus our attention on the Trust's quality priorities which support us in the aim of delivering safe, effective and harm free care.
- Support the broadening of professional networks and involvement in local, regional and national initiatives in the drive to be a learning organisation.
- Ensure that quality is the driving standard for practice and that nurses are clear on their expectations through the 'Quality First' internal accreditation initiative.
- Use available educational funds to drive quality and innovation, and improve the care that we deliver.
- Focus our attention on ensuring recovery and wellbeing principles are embedded into Nottinghamshire Healthcare nursing care.
- Spread and share quality improvement capability for all nurses.
- In regulatory terms seek to achieve 'Good' in all domains for all services with an aspiration for 'Outstanding'.
- Ensure there is always a compassionate response for the nurse's 'voice' when raising concerns.
- Ensure all staffing establishments are regularly reviewed using available evidence.

Our local context and the 10 commitments of the National Nursing Framework (2016) suggest 5 key areas of focus for our Nottinghamshire Healthcare strategy.

- Delivering the highest possible quality of care.
- Providing a positive and inclusive experience of care.
- Maximising our excellence and our professional contribution.
- Valuing and developing nurses.
- Practice that supports financial sustainability.

It is essential, more than ever, that nurses have a professional presence and identity with our governance, leadership and operations. There is an emphasis on engagement and wellbeing, ensuring that all nurses have opportunities to steer service change and are supported to maintain their own health, wellbeing and resilience in the same way as they do for the people they care for.



I became a mental health nurse because I wanted a career that matched my skill set, but also something to be super proud of... I wanted to prove everybody who doubted me wrong, I wanted them to know that nursing was and is an academic career and I could achieve it and build on it, because there are no limits to progression! My nan always tells me that I have achieved her dreams by becoming a registered nurse and it makes me burst with pride every time she says it! The best thing about being a mental health nurse is all the people I have met along the way, lecturers, friends, colleagues, families, carers, young people... all have been unique and each person has taught me so much. I have developed a level of self-awareness I didn't believe was possible and this has allowed me to develop as a person, but I am still learning each and every day.

Cherie Lawrence, Staff Nurse, MH Nursing Ambassador for Health Education England Phoenix ward, Hopewood Hospital



My being a nurse is influenced by wanting to make a difference to the lives of patients and carers. I am passionate about improving the quality of care and patient experience.

Mary Rugoyi Ward Manager



We know that we will be succeeding when...

- We see an improvement in our Quality Priorities.
- We achieve a minimum of 95% rating by patients for the quality of services.
- We see an increase in nurses being involved in external forums and collaboratives.
- We see positive change in our safe staffing and workforce measures.



Our Quality Priorities

- Improving medicines optimisation with a focus on:
- Improving the physical healthcare of patients with a focus on recognising and acting on physical health deterioration.
- Reducing the number of our patients who die from apparent suicide or who self-harm.
- Reducing restrictive practice to ensure the 'least restrictive' principle is applied for all patients.
- Improving the quality of and access to clinical records.
- Improving compliance with the Mental Health Act, Mental Capacity Act and Deprivation of Liberties.
- Improving involvement in care planning and treatment decisions and ensure they are recovery focused.
- Reducing waiting times in services where delays in access could potentially cause harm and improve the experience whilst waiting.
- Making the Trust a great place to work by improving the well-being our staff.

Priority 2

Providing a positive and inclusive experience of care

Our services are here for people when they are at their most vulnerable and often experiencing severe physical, emotional or social crisis. Nurses provide the personal contact and humanity which ensures that people in our care receive a positive experience. During times of crisis it is absolutely essential that people are able to maintain the hope that things can get better, retain control and be able to drive their own care and be supported to take up the opportunities which will enable recovery. These principles of enabling hope, control and opportunity are cornerstones of the Trust's Recovery Strategy. In enabling the most positive and inclusive experience of care, it is enormously important that the Trust has skilled and compassionate nurses who live the values of the Trust and who are able to empower and support people to have the most active role in determining their own care, direction and priorities.

To achieve this we will:

- Use values based recruitment across the organisation.
- Run an internal quality improvement collaborative to improve the critical elements of care plans.
- Establish a Trustwide process for the quality assurance of care plans ensuring they are following the Trust's principles of improvement and are truly recovery focused.

We know that we will be succeeding when...

- Recruitment is values based, undertaken by staff trained in value based principles with service users and carers participating in all interview panels.
- We can see a measurable and positive impact on the Trust's Quality Priorities.
- Our nursing workforce reflects the diversity of the population we serve.
- Care plans are visibly inclusive and recovery focused.
- There are positive changes in the measures of patient experience.

Priority 3

Maximising excellence and our professional contribution

It is widely acknowledged that research confident organisations provide the best care and develop cultures that see quality improvement embedded into everyday practice. We believe that this is significant in supporting the best possible outcomes for patients and their families. We recognise the importance of making the best use of technology at the point of care, enabling us to practice safely, effectively and efficiently. Quality improvement plays a crucial role in improving practice and engendering a culture of innovation. Developing our own internal accreditation system 'Quality First' we will ensure that we are providing consistently high standards of care.

To achieve this we will:

- Work to achieve a culture of nursing research, evidencing the impact of what we deliver.
- Enable nurses to lead and participate in research by working with our local universities and Trust research team to increase opportunities, coaching, mentorship and support.
- Provide a forum for supporting and presenting nursing research, which encourages the active use of research findings in helping us develop and improve the quality of services.
- Encourage nurse researchers to communicate their impact beyond this organisation, and provide internal nurse research fellow opportunities.
- Review our professional leadership structure, including roles, governance and professional forums. This will ensure that senior roles provide a compelling inspirational career pathway as well as improved clinical delivery and standards.
- Support nurses with an interest in clinical academic careers and education to apply for visiting lecturer positions.

We know that we will be succeeding when...



As a nurse I am able to be an advocate for people who at times may need someone to speak up for them. Working for Nottinghamshire Healthcare enables me as a professional to work with those people who at times are more vulnerable and support them on the road to recovery. Within my current field I am able to use my clinical knowledge and expertise to enable patients to receive a first class service from my team here in Newark.

Mark Griffin
Community Team Leader



- By the end of December 2020 we will have a growing pool of active nurse researchers and we will celebrate their contribution.
- Chief Nurse Research Fellows will be active from 2021.
- We will have a process for communicating and supporting clinical academic and education careers and have an increasing number of joint appointments by mid 2021.
- Nurses will play a major role in the delivery of quality improvement by the end of 2020, across all care groups.
- The nursing contribution to Trust information technology development is increased from mid 2020.



Priority 4

Valuing and developing nurses

At a time when there are concerns about the sustainability of the nursing workforce, never before has it been so important to ensure all our existing nurses and those coming to the organisation feel valued and developed to deliver their potential. We believe in caring for our nursing staff and ensuring that all nurses have access to continued learning from the time of joining the organisation. We believe in providing a fulfilling career and offering opportunities for working across and within different services, making the most of the diversity of service provision across the organisation. We believe nurses should have access to develop their leadership potential including active involvement in Trustwide initiatives.

As part of this development we will invest in new and extended nursing roles, including Advanced Clinical Practitioners, with the ability to manage clinical care in partnership with individuals, families and carers. This includes the analysis and synthesis of complex problems across a range of settings, enabling innovative solutions to enhance people's experience and improve outcomes. We will take forward Trainee Nursing Associates and Nursing Associates, support Apprentice Undergraduate Student Nursing and increased levels of non-medical prescribing.

To achieve this we will:

- Commit to a culture of care and compassion to underpin Nottinghamshire Healthcare as the employer of choice.
- Develop opportunities for rotation across services.
- Strengthen links with schools and further education providers; encouraging a visible clinical presence within the nursing curriculum.
- Ensure access to careers counselling/consultancy and mentoring including for those who choose nursing as a career change.
- Have a nursing workforce that increasing reflects the diversity of our population.
- Develop a career framework which inspires and supports nurses at each point of their journey and reflects changing roles and opportunities. This will include formalising the Trainee Advanced Clinical Practitioners and supporting Trainee Nursing Associates. The Trust will continue to support nurses to undertake a recognised Nursing and Midwifery Council (NMC) accredited prescribing course through a UK university.
- Endeavour to retain the skills, knowledge and experience of our clinical staff in the latter years of their clinical career, including the role of legacy mentors.

We know that we will be succeeding when...

- Improved staff survey results.
- Improved feedback from students on placement.
- Improved recruitment and retention rates.
- A formal acknowledgement of professional development awards.
- Continuing professional development pathways aligned to our clinical strategies.
- Increased conversion of students, volunteers and people on work experience to employees.
- Measurable career pathway successes.
- The development of Advanced Clinical Practitioners in roles, and ongoing cohorts of trainee Nurse Associates and Non Medical Prescribers.



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To drive forwards Quality Improvement for our patients, families and carers at Lings Bar Hospital. This is what we agreed after a discussion with my Manager, Angela Gamble.

Yvonne Reynolds
Staff Nurse
John Proctor Ward,
Lings Bar Hospital

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Priority 5

Practice that supports financial sustainability

Staff are the most valuable resource the Trust has, of which the nursing workforce is a significant proportion. In order to provide the very highest quality of care it is absolutely essential that the financial resource the Trust has is targeted in the right way to minimise waste and to ensure that everything in which we invest is used to provide excellent care for the communities we serve. This sits against the backdrop of previous year on year efficiency requirements. We are clear that improving workforce efficiency can benefit patient care through better recruitment and retention of permanent staff, better rostering, reduced sickness absence, matching work patterns to patient need, and reducing dependency on temporary staff. The Trust is committed to ensuring that we have the right staff with the right skills in the right place at the right time in order to provide the very best care.

To achieve this we will make use of the best intelligence in relation to the changing patterns of patient dependency and also the supply of appropriately skilled staff. The way in which services are organised is continually changing and we must lead this transformation if required, be a valued partner and be resilient and open to innovation that makes the best use of our expertise whilst keeping patients 'front and centre'. New models of care will help us to work differently to reduce waste where possible, to avoid unnecessary admissions to hospital and to introduce models of case management which will support the patient journey through assessment, treatment and discharge from services.

Beyond ensuring that we have the most efficient deployment of staff to meet the needs of patients we will have in place effective contemporary and innovative ways of recruiting the best staff. We will work tirelessly to ensure that nurses have long and fruitful careers with Nottinghamshire Healthcare. We will ensure that we deploy initiatives which reduce unnecessary bureaucracy and prioritise the use of technology along with approaches such as the Well Organised Ward initiative, to free registered staff to be closer to patients.

To achieve this we will:

- Strengthen recruitment processes to reduce the time it takes to bring in new appointees.
- Improve the efficiency and timeliness of processes for returners and movers.
- Use technology to enhance care delivery and reduce administrative burden.
- Apply the efficiency principles of the Carter reviews.
- Ensure increased professional oversight of efficiency initiatives and service redesign.
- Use technology to support improved rostering and reduce the gap between actual and unmet needs.

We know that we will be succeeding when...

- Staff survey results place us within the top quartile of NHS employers.
- Average time from appointment to commencing work is reduced.
- We have reduced reliance upon Bank, Agency and Overtime.
- There is a measurable reduction in required administration.
- Turnover rates are in the optimum range.
- We demonstrate best practice in sustainable service models on the basis of outcomes and the use of resources.

By 2023; when this strategy has been delivered, Nottinghamshire Healthcare will have a diverse nursing workforce that delivers the highest possible quality of care with a positive and inclusive culture for all of our citizens. We will celebrate excellence, the strength of our professional collaboration and our commitment to valuing and developing our nursing workforce. Each initiative will be achieved maintaining financial sustainability and acknowledging the unique contribution of the nursing workforce.



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I am a nurse, and wear that title with unrelenting pride. Care, delivered with compassion and humility, coupled with unselfish concern about the welfare of others, binds all nurses together. Along with the impact we make on people’s lives, we have the absolute privilege, whatever is going on around us, to be constantly reminded of the dignity and worth of every person. Nursing is a truly remarkable vocation.

Dr. Julie Attfield
Executive Director of Nursing,
pictured with Andrea Lee, District
Nurse Practice Teacher

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A nursing career was historically a more vocational but static role, although the proposed strategy outlines changes that acknowledge nurses can be change agents.

The national shortage of nurses puts immense strain on the current workforce, therefore by implementing incentives that attempt to value and develop its existing staff gives more encouragement to workers.

It’s reassuring that nursing is becoming more recognised as both a significant and progressive role, and by utilising and developing the skillsets of employees and implementing more advanced career pathways, the NHS makes a more sustainable drive for financial sustainability and the retention of dedicated and compassionate staff.

Kim Dennis
Staff Nurse Forensic Directorate
(Advanced Clinical Practitioner
Trainee)

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A recent recruitment campaign run by Health Education England (HEE) featured one of our CAMHS nurses.





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