

# Nursing Strategy 2019-2024

Walsall Healthcare NHS Trust



**Caring for Walsall together**



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# Nursing Strategy

## 2019-2024

### Director of Nursing Introduction

I believe our vision for nursing should combine compassion, dignity and respect with some of the most advanced technologies, which together provides the cornerstone of our commitment to patients and their families. A Nursing Strategy is critical in establishing a coherent direction by which nurses can develop and deliver safe, appropriate, knowledgeable and skilled practice.

Nursing is involved in many care interventions, therefore nursing is ideally placed to make a positive difference in the patient's experience. Nurses need a range of technical skills, and a high level of education to enable them to be effective and be critical thinkers, and decision makers. However, it is not just what we do, but how we do it, that is important, and the core values of care, compassion, dignity and respect cannot be overestimated.

It is often suggested that nurses should focus on basic nursing care. However, there is no such thing as "basic care". Often things that are described as basic are anything but basic to the patient. Often interventions are counted in terms of cost, when we should actually be thinking of them in terms of value to the patient. Some of the things that really matter have no cost, but are of great value. (For example maintaining privacy and dignity and listening to patients).

As well as investing in tangible resources, we also need to invest time and effort in creating a culture of trust, collaboration and respect. There is plenty evidence to support the view that staff satisfaction increases patient satisfaction and vice versa, and it is therefore essential that we support the development of the next generation of nursing role models, to ensure that nursing, and nurses, are still valuable and valued, and are central to the business of the Trust.

To develop nursing, we will need new roles and skills to ensure we deliver care which is safe and responsive to all of our patients and stakeholders' needs. Everything we undertake at Walsall Healthcare Trust is aimed at improving the experience and outcomes our patients have of our care and services.

It is a privilege to be a nurse to aspire to make a difference to a life in times of need. The nurses in the trust will be inspirational clinical leaders, be curious and innovative, using our professional voice to ensure we are seen and impactful.

**Dr Karen Dunderdale**  
Director of Nursing

### Aim of the Nursing Strategy

The aim of the Nursing Strategy is to develop a culture that places quality at the heart of everything that we do, where we deliver a positive patient experience and improve outcomes. In developing this strategy I have engaged with nurses, patients and volunteers across all our services. I have asked nurses to consider what we need to do to provide outstanding care delivered by competent staff to a consistently high standard reflecting the Trust's values. This Nursing Strategy is critical in establishing a coherent direction by which nurses can develop and deliver appropriate, compassionate, knowledgeable and skilled practice. This strategy is applicable to all Registered Nurses, Care Support Workers and ward support staff. There are four principles in this strategy which reflect the commitment to quality and the expectations of high quality nursing care.

## Enhance and maintain patient safety

**Expectation:** The safety of our patients is pivotal to everything we do and nurses must take responsibility for prevention and reducing risks to patients, clients, visitors and themselves. We want every nurse to take this responsibility seriously and to understand the role they play in reducing risks. Nurses have a key role to play in protecting patients from adverse events. We will focus on those areas that are high risk and which our staff can influence, including falls, pressure sores, nutrition, healthcare acquired infection, medicines management and identification and management of the deteriorating patient. Our aspiration is to improve system safety by increasing awareness of Human Factors and becoming a High Reliability Organisation.

### What we will do:

- Robust recruitment and retention plans will be in place, along with succession planning strategies, for all staff groups in order to ensure safe and effective clinical teams.
- We will strive to prevent and reduce our healthcare associated infections by monitoring key nursing indicators in relation to infection.
- A multi-disciplinary approach will be taken in the fight against infection with both the Director of Nursing and Medical Director, jointly leading on the infection control agenda.
- A zero tolerance approach will support hand hygiene and isolation of infected patients.
- All nurses will be responsible for ensuring a safe and clean environment.
- We will use nursing key performance indicators through a quality dashboard to monitor and review safety issues such as pressure sores, nutrition and hydration, falls, hand-washing, deteriorating patient and other key performance indicators relevant to specialities.
- We will foster a culture of incident reporting.
- We will make it easier to deliver safe care by improving systems and processes that support staff to deliver and improve services and make it harder to deliver unsafe care.

### How we will achieve this:

- We will behave in a way that is open, transparent and honest.
- We will apply the trust values in all communication (written and verbal and nonverbal).
- We will become independent and supplementary nurse prescribers where it has been identified that this will benefit patient care or ensure efficient delivery of treatment.
- Ward establishments and nursing team skill mix will be reviewed annually by the Director of Nursing, in order to ensure the appropriate skills are available to deliver a high quality of care to our patients.
- The acuity and dependency of the patients will be reviewed twice a year to inform the ward and nursing team establishment reviews.
- All nurses will comply with Trust policies for Infection Prevention and Control.
- Our senior nurses will ensure that the patients' environment is cleaned to the highest standard and will be empowered to take action to address any issues that may arise.
- Nurses will be well informed about each person in their care and accountable for assessing, implementing, evaluating and documenting the care they provide.
- The Nursing Care quality dashboard will continue to be monitored daily as well as other key indicators identified in the Trust Quality Strategy and Patient Experience Strategy. Outcomes from these measures will be used to improve patient care.
- Staff will continue to be involved in Root Cause Analysis, to enable understanding of why safety issues occur along with the lessons learnt, enabling practices to be changed if required.
- We will feed back to reporters promptly and effectively the results on incident investigations.
- We will commence schwartz rounds to allow staff to connect and learn vicariously from episodes of harm.



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## Positive patient experience

**Expectation:** Every person matters, their story is important, unique and of value. Our patients and clients will be treated with compassion, dignity and respect at all times and will be encouraged to participate in all aspects of their care planning and delivery. We will improve the care we provide by actively listening to patients and their carers to better understand their needs, concerns and wishes.

### What we will do:

- The patients and clients under our care will be kept well informed and will be treated with compassion, dignity and respect. When required we will provide clarity regarding their care and, where appropriate, their relatives and carers when required.
- We will care for our patients in an environment that provides them with privacy, dignity, and respect and takes into account their spiritual and religious needs.
- We will actively seek to involve patients in forums for discussion and feedback.
- When reviewing pathways and developing new services we will encourage active participation of patients.
- Nurses will participate in the development of the Trust's information technology strategy, including patient monitoring, electronic patient records, e-prescribing and e-rostering to ensure delivery of effective patient care.

### How we will achieve this:

- We will continue to ask our patients for feedback on how we are doing and act on the results. We will use "You Said, We Did" Boards and other strategies as appropriate.
- We will listen to and use patient stories and case studies to help us understand patients' experience, ensuring that issues are acted on at Ward, Division, Community and Trust Board level.
- We will talk to our seldom heard groups to ensure we are inclusive of all patients and clients.
- We will use experiences of spiritual and religious care in staff training and develop religious care champions.
- We will use complaints and issues raised by patients and relatives to help us understand how we can improve care.
- We will improve care by learning from excellence.
- We will ensure that feedback received from patients and their carers is acted upon to improve the quality of our service which promotes a positive experience.
- We will cultivate patient leaders and patient leadership.
- We will use experience based co-design in our service development.
- We will be actively involved in using technology to support the care and treatment of patients.

## Enhanced professionalism

**Expectation:** The nurses within our Trust will visibly portray the behaviours, attitudes and values expected of a professional nurse and of their governing body and will use the Nursing and Midwifery Council (NMC) Code as a guide for their everyday practice thereby enhancing confidence in caring for and caring about our patients.

### What we will do:

- We will embed the trust values of Respect, Compassion, Professionalism and Teamwork in all we do.
- We will embed the agreed standards of behaviour in our workplace.
- Patients and colleagues will be treated with respect and dignity.
- Professional attitudes and compliance with Trust policies will be expected at all times by both staff and students.
- We will engage and communicate with each other in a way that engenders the trusts values.
- We will strengthen the role of our Matrons, Sisters/Charge nurses, Managers and Community staff and their ability to act.
- Nursing roles will be clarified to ensure professional standards and the purpose of nursing is shared in the Trust.
- We will establish a mechanism for reward and recognition of outstanding performance.
- We will embrace and support the Nursing & Midwifery Council revalidation process.

### How we will achieve this:

- The Trust will support our nurses in challenging unacceptable behaviour and support will be given for all staff to promote an environment where unacceptable behaviour is not tolerated.
- There will be strict adherence to Trust Dress Policy.
- We will actively engage in regular clinical supervision, coaching and mentorship that enhance the profession.
- We will develop a recruitment and retention strategy for nurses that attracts and retains exceptional applicants.
- We will engage staff to learn from their experiences and work to maintain high levels of morale.
- We will actively engage in quality improvement projects with a multi-disciplinary team to ensure learning across disciplines to avoid silo working and improve pathways of care.

## Clinical leadership closest to the patient

**Expectations:** We will actively promote the development of nursing leadership skills and will maximise opportunities for learning; we will use education to support the delivery of expert care.

We will ensure that we have robust assurance processes in place to provide both the internal and external assurances that are required. We know of the direct relationship between service quality, reputation and income. We will therefore deliver care which is built on evidence which has a strong research base. We will create a culture that empowers patient centred care, based on that which is important to the patient and their carer, through a safe and trusting relationship.

### What we will do:

- Our nurses will lead by example in the clinical/service areas and consistently act as role models to our more junior staff and students.
- Senior nursing roles will be reviewed to ensure they provide visible leadership at the place where patient care is delivered.
- We will ensure all senior nurses (band 6 and above) have Quality improvement training to empower them to lead and support local improvement projects.
- We will ensure that every nurse joining the trust attends a session on their role in Quality Improvement.
- We will ensure that we support staff in developing their understanding of their role and support senior staff in learning from their developing understanding of how the service works.
- Support will be given to our nurses in identifying the knowledge and skills they require to perform their roles within their teams.
- We will ensure access to appropriate learning and development opportunities for nurses in line with the needs of the patients in their care.
- We will ensure mentors and support of pre-registration nurses are in place to enable students to achieve their learning needs.
- We will develop new nursing roles where appropriate, which are designed to provide better care for patients.
- We will continue to develop clinical practice placement opportunities for students as services evolve.
- We will improve the profile of nursing research in the Trust.
- We will make use of research undertaken by our nurses at undergraduate and post-graduate level and support its publication.
- We will improve the integration of nursing research into the Trust research programme.
- We will continue to develop and enhance our strategic partnerships with education commissioners, Higher Education Institutions (HEI) and other external partners. In doing so we will ensure a robust quality assured educational practice placement learning experience.
- We will ensure that we can equip nurses in hospital, or in the community, to work with advances in technology and information technology in clinical practice.
- We will ensure that we can equip nurses with the skills to lead care delivery and redesign in multiprofessional settings and across organisational boundaries.
- We will foster the stance of the standard you walk past is the standard you accept.
- We will ensure the ward/service review process continues to be framed in the Care Quality Commission (CQC) standards.

## How we will achieve this:

- There will be a clear nursing structure, within our organisation.
- We will ensure a commitment that ward/service leaders will have a protected time allowance so they are not rostered for clinical duties. This will enable them to provide clear leadership and work to support their teams.
- We will be honest and act with integrity.
- We will provide access to leadership programmes/ coaching and external mentoring, for our nurses in order to develop our future leaders and enhance the skills of those in leadership roles at present.
- We will ensure each Ward and Department has a Vision for their area which encompasses what will/does good care look like here.
- Nurse leaders will be visible and known to staff within the Trust.
- We will use jargon free language.
- We will actively seek to increase the amount of nursing research undertaken in the Trust and seek to establish roles where research is a required component.
- We will encourage and share innovation and best practice in nursing service delivery within the Trust by delivering a Best Practice Day, annually.
- We will utilise national examples of service innovation and modernisation.
- All nurses will attend mandatory training and role specific training in line with the Trust's policy.
- All staff will actively participate and be responsible for delivery of their objectives through annual appraisal.
- All nurses will complete their mandatory training in safeguarding. There will be appropriate reporting of cases and evidence that people using the services, families and the public will be safer as a result.
- We will develop new roles and flexibility at the boundaries of professional roles linked to service development.
- We will develop frailty awareness and competencies.
- We will provide quality service improvement training and development for nurses to support them in making changes.
- We will provide training in continuous quality improvement methods.
- We will involve all staff within QI projects, irrespective of their role.

## Conclusion

This Nursing Strategy sets out our commitment to ensuring that all our patients experience a high standard of dignity, respect and compassionate care and treatment. Nursing will aim to have a reputation that drives credibility, excellence, innovation and progressive care that ensures individual professionals are clear about the opportunities Walsall Healthcare Trust provides.

We know we have further work to do in ensuring that this strategy is implemented for every patient all of the time in every area.

We will use robust clinical governance mechanisms to drive and demonstrate improved performance. This strategy will be reviewed annually through the Quality Patient Experience & Safety Committee and the Nursing Midwifery Advisory Forum (NMAF).

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