

**THE NURSING MIDWIFERY AND ALLIED HEALTH  
PROFESSIONALS STRATEGY**

**2012-16**

**DELIVERING HIGH QUALITY COMPASSIONATE CARE**

---

February 2012

---

## Executive Summary

The changing needs and preferences of our local population demand a different way of organising and delivering care. The recent joining of community services and acute care within one organisation provides a unique opportunity for Whittington Health to deliver integrated care that is centred on the outcomes that matter to patients and service users.

We have an excellent reputation based on some outstanding achievements for clinical care, patient experience and education. The Whittington hospital is one of the safest in the country according to national measures and we have award winning Intermediate Care Services, demonstrating our commitment to excellent clinical care. However, we believe we can do more and further improve.

Successful delivery of the Trust's strategic goals will be achieved through both trust wide initiatives and the work of the three operational divisions – Integrated Care and Acute Medicine, Surgery, Diagnostics and Cancer, and Women, Children and Families. This will ensure we achieve whole system change while demonstrating tangible benefits for specific patients, service users and population groups.

As the largest group of staff employed by Whittington Health; nurses,<sup>1</sup> midwives and allied health professionals (AHPs) are ideally placed to contribute to meeting the trust's vision and goals by delivering high quality integrated and joined up care with compassion, courtesy and professionalism.

This strategy document sets out in detail how nurses, midwives and AHPs will contribute to the trust vision and objectives.

---

<sup>1</sup> Where the strategy refers to 'nurse' this includes Health Visitors.

## Introduction

Whittington Health was created by joining together Islington and Haringey community adult and children's services with the Whittington Hospital. The organisation now provides hospital and community services for adults and children for the boroughs of Islington and Haringey, as well as some for Barnet, Enfield and Camden.

Whittington Health is ambitious and innovative. Our local community is integral to who we are and how we operate as an organisation that promotes health and well-being and delivers healthcare.

The Whittington Health strategy (January 2012) sets out the strategic goals for delivering integrated care that is centred on the outcomes that really matter to patients and service users.

Over the next five years the vision for Whittington Health is:

*"To be an outstanding provider of high quality joined up healthcare to local people in partnership with GPs, councils and local providers"*

### Whittington Health's Strategic Goals

To achieve this ambition by 2016 the Trust has five goals:

- 1. Integrate models of care**, by redesigning services around individuals' needs and preferences. To achieve this we will partner with GPs, councils and local providers to ensure that the most appropriate care is provided in the right place at the right time.
- 2. Ensure "No decision about me without me"**, by working in partnership with our patients and service users to ensure they lead and own decisions about their care. We will support patients, service users and their carers to stay healthy and live independent lives as active members of society.
- 3. Deliver efficient, effective services that improve outcomes** for patients and service users, while providing value for every pound spent.
- 4. Improve the health of local people** through partnership with patients and service users. We will focus on improving life expectancy, reducing premature mortality and reducing health inequalities in our community. Treating all interactions as health promotion opportunities, identifying people at risk and intervening at an early stage are all central to achieving this.
- 5. Change the way we work by building a culture of innovation and continuous improvement.** By working flexibly and differently, we will ensure that quality and caring are at the heart of all we do. We will work with universities and others to develop new roles, continuing education, training programmes and research to deliver care that focuses on our population.

As the largest group of staff employed by Whittington Health; nurses, midwives and AHPs are well placed to contribute to meeting the Trust's vision and goals by delivering high quality integrated and joined up care with compassion courtesy and professionalism.

This strategy document sets out in detail how nurses, midwives and AHPs will contribute to the trust vision and objectives. The purpose of developing a combined strategy for all nurses, midwives and AHPs is to facilitate the workforce to be empowered, motivated and skilled to deliver the highest level of care and best clinical outcomes for our patients and service users.

We recognise that the production of the first nursing, midwifery and AHP strategy for Whittington Health comes at a time of great change and the next five years will present opportunities as well as challenges. We will only succeed if we focus on our priorities, if we work in partnership with our patients and service users, colleagues, GPs, councils and local providers and if we continue to draw on the abundance of talent and experience within our nursing, midwifery and AHP workforce.

We believe that “**Delivering High Quality Compassionate Care 2012-16**” will help transform our workforce and ensure that the best care is delivered for the best value, meeting the needs and preferences of local people. We are committed to working in partnership with our patients and service users to deliver the kind of care that we would want our family and friends to receive.

## Context

### Whittington Health:

- Has evolved from the joining of Islington and Haringey community services including social care in Islington and The Whittington Hospital.
- Delivers acute and community services for adults and children, primarily to the residents of Islington and Haringey and also to other London boroughs, including Barnet, Enfield and Camden.
- Serves a catchment population of circa 440,000 people; with a turnover of circa £277m and over 4,000 staff. It operates around 450 inpatient and day beds at Whittington Hospital and 16 health centres across the two boroughs.
- Receives 86% of referrals for acute services from Haringey & Islington GPs.
- Has a highly regarded educational role, teaching 200 undergraduate medical students, nurses and therapists each year, and provides a range of educational packages for postgraduate doctors and other healthcare professionals.
- Has a strong track record of working with our local community and local primary care services with a culture of openness and transparency.
- Employs a workforce of over 2,000 nurses, midwives and allied health professionals.

### Whittington Health Performance

Whittington Health is a strong performer on both acute and community performance indicators. Historically the Whittington has the best summary hospital-level mortality indicators (SHMI) in the country. The trust consistently demonstrates good performance in achieving hospital targets. Community services in Islington and Haringey have key strengths and award winning

services, such as the Intermediate Care Team in Islington, and have performed well against community targets.

## **Our Local Population**

- The Islington and Haringey communities and the wider area of London served by the trust are diverse in socio-economic status and ethnicity. Public health profiles for Islington and Haringey, when benchmarked nationally, show that both areas are challenged by income deprivation, drug misuse, violent crime and child poverty.
- Population is set to grow at 9.4% over the next ten years (Islington 11.2% and Haringey 7.1%) against national norms.
- Disease prevalence and health inequalities within Islington and Haringey are above the national average. The community suffers from obesity, alcohol and smoking related diseases in common with our population profile.

## **Health Care Providers in our Health Economy**

Whittington Health works in partnership with other providers and organisations across the health economy. In particular:

- University College London Hospitals NHS Foundation Trust (UCLH) and The Royal Free Hampstead NHS Trust, and The North Middlesex University Hospital Trust are neighbouring acute trusts. The trust works with them to ensure seamless access to tertiary services for patients, and to support community provision to patients who receive acute care from UCLH and the North Middlesex.
- Community providers in North Central London include: Central London Community Healthcare NHS Trust in Barnet, Central and North West London Foundation Trust, Camden and Barnet Enfield and Haringey Mental Health Trust. Whittington Health works with them to share innovations in how community care is delivered.
- The local GP Provider Consortia include WISH in West Haringey and North Islington; Haverstock Health which includes the majority of Camden practices; SIGPAL in South Islington; and Barndoc across Barnet and Enfield. The trust works with them as required for the provision of primary care services. For example WISH provides support to the Urgent Care Centre.
- GP Clinical Commissioning Groups are currently borough based in North Central London. Whittington Health will work with each of these, in particular Haringey and Islington, to ensure that the services the trust delivers are consistent with the need, and ambition they have, for the population.
- Haringey and Islington are the local boroughs. The trust partners with them to support health promotion and to deliver social care through jointly led health and well being agendas for the local population.

## **Organisation of our services**

Services within Whittington Health are organised to help people to work as one team across hospital, community services and social care. There are three integrated divisions, each one led by a Divisional Medical Director for clinical leadership and a Director of Operations for effective management who report to the Chief Operating Officer. The Directorate of Nursing and Patient

Experience supports the divisions to ensure that nurses, midwives and AHP professionals deliver evidence based, safe and high quality care and ensure there are systems and processes in place to give 'Ward to Board' assurance on governance, patient safety and patient experience issues.

**Integrated Care and Acute Medicine** cover a wide range of hospital, community and social care services for patients and service users with long term conditions, disabilities and conditions that are related to the aging process. These services are delivered at home, in the community and in the hospital setting, covering prevention, treatment, urgent and emergency care.

**Surgery, Diagnostics & Cancer Services** provide diagnostic and surgical care that meets the needs of our local population for all the common conditions. This includes cancer care, Bariatric surgery and urgent surgical care where close links with general practice add value to the quality of patient care. This division provides innovative care that enhances patients' recovery and enables quick access to a more appropriate home environment with close links to community services such as rehabilitation. Community Dentistry is also a key service in this division.

**Women, Children and Families** provide our community with a cutting edge maternity service with a midwifery led birthing centre, home births and medicalised births, where appropriate. The support of a dedicated team of midwives and doctors provides an excellent experience for women, enabling them to choose the most appropriate place for their care. This division also provides multidisciplinary services across health and social care for children with disabilities and universal children services such as health visiting and school nursing.

## The vision for nursing midwifery and allied health professions

Building upon previous achievements in hospital and community settings the Nursing, Midwifery and Allied Health Professionals Strategy, '**Delivering High Quality Compassionate Care 2012-16**' identifies high level strategic priorities for our professions which supports the Trust's vision and goals.

Nurses, midwives and AHPs in Whittington Health acknowledge that in such financially challenging times we will be instrumental in ensuring that patients and service users receive the care they need in the **right place at the right time with the right skills**.

Our contribution to the trust vision will be:

*"To be an outstanding provider of high quality compassionate care to patients, service users, carers and families 24 hours a day and seven days a week in the right place and within the resources available".*

### What the vision will mean

- For our local residents; this will mean access to our services when needed, 24 hours a day, seven days a week, and support in maintaining a healthy lifestyle.
- For our patients and service users; it means excellent care delivered with courtesy and compassion, communicated and coordinated across services. It means our patients will recommend the service to others and be cared for by one team.
- For our nurses, midwives and AHPs, it means continually improving, innovating and taking pride in the work. It means being supported, trained and developed to help them achieve their best.

## Our values

The underpinning values of “**Delivering High Quality Compassionate Care 2012-16**” are the principles and beliefs that guide the choices and daily practices of individuals and are therefore relevant to any system, care setting or career structure. These principles are embodied within the Nursing and Midwifery Council Code: Standards of Conduct and Performance and Ethics for Nurses and Midwives (2008) and the relevant professional Code of Practice associated with each separate allied health profession.

Most of the time, patients, service users and their families will have more contact with nurses, midwives and AHPs (and those who support them) than any other professional group. From a patient or service user’s perspective these groups of staff therefore play a critical role in providing high quality compassionate care. When patients and service users describe what ‘excellent care’ looks like, it is often about the attitude of staff and how they behave with them. The way in which nurses, midwives and AHPs deliver care within Whittington Health is therefore as important as the nature of the care and treatment.

In developing this strategy, nurses, midwives and AHPs have recognised that the time is right to develop stronger and clearer accountabilities and to strengthen assurances about the quality of the care given and the manner in which it is delivered. This will require a change in culture and the way we all work to ensure that the best care is delivered for the best value, meeting the needs and preference of our local people we serve.

**Every nurse, midwife and AHP**, irrespective of their role or seniority, will be expected to express the Whittington Health values in every interaction with patients, service users, their families and carers, with each other and with members of the wider healthcare team.

Champions of patient experience working in defined professional leadership roles such as heads of nursing, heads of midwifery, consultant nurses and midwives, lead AHPs, consultant AHPs, specialist nurses, modern matrons, practice development nurses and ward managers and sisters will be expected to model these values and actively seek out those who show drive and commitment to providing high quality productive care and improving the patient experience.

## Our pledge

To create a culture of care and compassion, nurses, midwives and AHPs in Whittington Health will enhance the patient and service user experience by pledging to:

- Strengthen accountabilities to provide assurances that nurses, midwives and AHPs consistently deliver high quality productive care to patients with kindness, courtesy, dignity, respect and compassion.
- Build a culture of openness, innovation and continuous improvement.
- Be accountable for their actions and accept the consequences for delivering care which falls below the standard expected.
- Be solution focused, flexible and vibrant, always striving to work efficiently to provide high quality kind and compassionate care.
- Respond flexibly and creatively to the challenges of developing high quality productive approaches to care through integrated care pathways and enhanced recovery programmes.
- Act in partnership and collaboration with patients, service users, carers, families and colleagues to deliver the outcomes that matter to patients and service users.

To engage with the trust mission of delivering high quality compassionate care **every nurse, every midwife and every AHP** will be expected to demonstrate their commitment to this pledge and challenge those who fail to demonstrate these values by bringing this to their attention in a professional and courteous manner.

## The Strategy for nursing midwifery and allied health professions

Prior to the creation of Whittington Health, the legacy organisations: Whittington Health NHS Trust, NHS Haringey and NHS Islington Provider Partnership independently began the process of developing their nursing and AHP strategies.

In September 2011 the first combined nursing, midwifery and AHP strategy for Whittington Health was initiated. “**Delivering High Quality Compassionate Care 2012-16**” is the culmination of the work, led by senior clinical leaders in the nursing midwifery and AHP communities, following consultation and engagement with a broad representation of nurses midwives and AHPs. It places the nursing, midwifery and AHP community of Whittington Health in a strong position to inform and influence the transformation of services during a three year period of significant transformation.

The strategy is closely aligned with both the Whittington Health five year strategy (2012) and the Whittington Health Integrated Care Business Strategy (2012) to ensure the workforce continues to build on existing work and is supported to achieve best performance for patients, service users and population groups.

## Delivering the trust's strategic goals

To ensure that every nurse, midwife and AHP, irrespective of whether they are working with children or adults, in a preventative or supportive role, or delivering highly technical care understands how this strategy contributes to the trust vision and goals, the objectives for each trust strategic goal is articulated at trust, divisional and individual level.

### 1. Integrate models of care

#### How will this be achieved at Trust level?

- The trust will develop a workforce that is able to understand and promote integrated care to patients, service users and carers with our partners.
- The workforce strategy will ensure that staff have the skills, knowledge and expertise to make decisions and problem solve at all times, and deliver care in the most appropriate way for our population.
- The trust will further develop locally based teams.
- Integrated pathways will organise care to be proactive and consistent, and facilitate partnership working across primary care, community, mental health, social care and acute care.
- Services will be designed to ensure a population focused approach and reinforces our commitment to work with other providers across the system, for the benefit of, and with patients, service users and their carers.



- When developing and redesigning integrated care pathways/services the trust will actively seek the participation of front line nurses, midwives and AHPs to ensure that the patient/service user experience remains central to the way care is organised.

### **How will this be achieved at divisional level?**

- The workforce will be supported by heads of nursing, midwifery, AHP leads and senior divisional managers to build effective relationships, partnership and communication across professional groups and organisations.
- Staff will be supported to increasingly work in partnership with local GPs and Islington and Haringey social care colleagues.
- Staff will be supported to work with local people, patients, service users and carers to deliver different models of care that improve health and support people.
- Responding to the need to work differently and flexibly.
- Heads of nursing, midwifery and AHP leads will support staff to work differently and flexibly to meet the needs of the service.

### **How will this be achieved at an individual level?**

#### **Every nurse midwife and AHP will:**

- Actively seek opportunities to be involved in the development of integrated care pathways in order to promote and improve the patient/client experience, outcomes and value.
- Engage in service reviews and contribute to the development of integrated care pathways.
- Respond positively to the need to work differently and flexibly.

## **2: Ensure “No decision about me without me”**

A good patient experience, irrespective of where the care is delivered, means more than meeting the best clinical outcomes. It means understanding what really matters to patients and that small things can make a big difference.

The workforce will work in partnership with patients and service users to ensure they lead and make their own decisions about their care by promoting a person centered culture, ensuring personal and public involvement and working together to achieve the outcomes that matter to patients and service users.

To promote a person centered culture the workforce will ensure that every patient and service user:

- Is treated with **kindness, courtesy, dignity, respect and compassion.**
- Is supported to stay healthy and live independent and active lives.
- Is provided with appropriate information in a timely manner to enable them to feel confident and informed about the treatment and care they will receive.
- Is offered services which are focused on their convenience and the convenience of their carers.
- Receives care and treatment within a culture of openness and transparency and be encouraged to ask questions about their care.
- Receives care and treatment in a calm and reassuring way within a comfortable and safe environment.
- Is offered the opportunity to provide feedback about the care they have received.

- Is given the opportunity to tell the trust when they, their families or carers feel that the service provided fails to meet their expectations or the trust's patient and customer standards.
- Is confident that the Trust will act swiftly when an issue of concern is raised about their care and in particular when the concern relates to the manner in which staff have communicated with them or relates to their dignity and privacy.

### **How will this be achieved at Trust level?**

1. The Director of Nursing and Patient Experience will support and champion the delivery of the initiatives, strategic goals and vision of this strategy.
2. A trust wide Patient Experience and User Involvement Strategy will be developed during 2012. This document will provide a set of common values for Whittington Health and explain patient and customer care standards. Every member of staff employed by Whittington Health will be expected to promote the Whittington Health values and there will be zero tolerance to poor attitude by any member of staff irrespective of role or seniority.
3. Members of the Executive Nursing and AHP Group will be inspirational role models tasked with ensuring that every nurse, midwife and AHP engages with the nursing, midwifery and AHP strategy and understands the **"No decision about me without me"** pledge and what it means for them as individuals and the wider team.
4. The Executive Nursing Midwifery and AHP group will support the divisions to ensure that every nurse, midwife and AHP in Whittington Health is compliant with the trust's patient and customer care standards and takes immediate action when there is evidence of poor engagement / compliance.
5. The trust will celebrate nurses, midwives and AHPs who demonstrate excellence in promoting patient and service user led care.
6. The workforce will be supported to challenge those who are observed providing poor customer services or delivering sub-standard care. There will be a clear and open mechanism for staff to access if standards are not met.
7. The trust will provide the workforce with a variety of tools / resources to enable the gathering of real time patient and carer feedback and identify the necessary changes to improve the patient experience/outcomes.

### **How will this be achieved at divisional level?**

1. Through the use of metrics (ward and service dashboards) and data collection tools, heads of nursing, midwifery and AHP leads will work together to ensure that the trust's patient and customer care standards have been implemented, embedded and are monitored by the divisions.
2. Heads of nursing, midwifery and AHP leads will actively seek opportunities to involve clinicians in the redesigned services/pathways to ensure they are patient/service user focused, outcome driven and of high value.
3. Heads of nursing, midwifery and AHP leads will ensure clear information is available to patients, their carers and families which describes the service provided, routes for access and contact and explains how they can make a complaint or give a compliment.
4. Using the clinical audit cycle and data collecting tools heads of nursing, midwifery and AHP leads will ensure that each service has a robust mechanism for securing and sharing patient feedback with staff and taking actions to improve the patient/service user experience.
5. Service managers will ensure all nurses, midwives and AHPs understand the importance of seeking timely feedback and are engaged in leading service improvement at a local level.

6. Clinical leaders will work with operational managers within the divisions to find innovative and effective ways of seeking feedback from patients/service users who are unable to use traditional feedback mechanisms.

### **How will this be achieved at an individual level?**

#### **Every nurse midwife and AHP will:**

1. Demonstrate and model the values underpinning this strategy - kindness, courtesy, dignity respect and compassion. This will be evident by their adoption of the trust's patient and customer care standards.
2. Accept the consequences of failing to meet the trust's patient and customer care standards.
3. Actively engage in local initiatives based around improving the health outcomes for patients and service users, promote patient led decision making and improve the experience of those who use the service. This will be evident in the personal objectives of every Nurse, Midwife and AHP.
4. Listen and respond to what patients tell them about their experiences of care and actively engage in seeking to understand these experiences through patient feedback reports, complaints and patient stories.

### **3. Deliver efficient, effective services that improve outcomes**

The promotion and delivery of safe, efficient and effective care is the responsibility of all staff within Whittington Health. Nurses, midwives and AHPs recognise their responsibility and accountability for the delivery of evidence based care through good decision making and the effective management of risk, ensuring the best clinical outcomes for patients and service users.

Nurses, midwives and AHPs will focus on three perspectives to ensure the delivery of safe and efficient care:

1. Being accountable for care
2. Managing risk
3. Delivering evidence based effective and efficient care.

### **How will this be achieved at trust level?**

1. The Directorate of Nursing and Patient Experience will promote a culture where nurses, midwives and AHPs are empowered and can challenge and escalate concerns appropriately, acting in the best interests of their patient or service user in an environment of learning and continuous development.
2. The Director of Nursing and Patient Experience will be responsible for leading the process of challenging traditional models of care delivery and benchmarking the nursing, midwifery and AHP workforce during 2012/13 to ensure that Whittington Health delivers high quality safe productive and cost effective services.<sup>2</sup>
3. The Director of Nursing and Patient Experience will ensure that the trust continues to implement the Energize for Excellence (E4E) initiative, including the Chief Nursing Officer (CNO) 8 High Impact Actions and Safety Express.
4. The Director of Nursing and Patient Experience will inform and advise operational managers when strategic decisions may affect the quality and safety of patient care and the wider patient experience.
5. The Directorate of Nursing and Patient Experience will develop a mechanism to ensure that patient stories are heard at Trust Board level.

---

<sup>2</sup> At the time of writing there is no nationally or locally agreed set of metrics against which to evaluate the effectiveness of nursing care. It is anticipated that the evaluation of the SaFE project conducted with acute London Trust during 2010/11 will inform future work in this area.

6. The Trust will support the development of models which enable effective clinical supervision of every nurse, midwife and AHP.
7. The Trust will require that every nurse, midwife and AHP receives an effective performance development review to support their development and achievement of the Trust organisational objectives.
8. A framework which supplements the NMC guidance on the delegation of care and associated accountability will be introduced to support the transformation of services and the development of competency based health care support worker roles.
9. The Directorate for Nursing and Patient Experience will ensure that the divisions are supported to develop robust systems across the organisation to enable the sharing of learning from incidents and complaints to maximise learning and reduce the risk of reoccurrence.

### **How will this be achieved at divisional level?**

1. A clear and robust system for evidence based policies procedures, standards and guidelines for nurses, midwives and therapists will be supported by a dynamic programme of local/service based audit to monitor practice, highlight concerns at an early stage and drive continuous improvement.
2. Services will provide assurance to patients, service users, carers, their families, the trust and external bodies that safe, high quality and personalised care is delivered. This will be demonstrated by the public display of key quality indicators which will provide robust information about the impact of nursing, midwifery and AHP interventions.
3. Heads of Nursing and Midwifery will ensure that all services continue to embed the evidence based standards set out under E4E.
4. Services will ensure appropriate models of clinical supervision are in place throughout the trust for nurses, midwives and AHPs.
5. Nurses, Midwives and AHPs in senior professional leadership roles will develop innovative ways of providing visible leadership in all areas of the Trust.
6. Infection prevention and control will continue to be a key priority for all services. Targets for the reduction of health care associated infections will be clearly set out in the action plan. Services will participate in audit programmes and the implementation of infection prevention and control policies.
7. There will be a year on year reduction in the number of hospital and community acquired pressure ulcers. These targets will be clearly set out in the action plan.
8. There will be focus on reducing avoidable harm to patients and service users including the number of falls. This will be evident by a year on year reduction in the number of avoidable falls taking place within the hospital.
9. There will be an active approach across the trust to manage the current risks associated with medicines including prescribing, dispensing and administration and identify new risks associated with the transformation of services and roles.

### **How will this be achieved at an individual level?**

#### **Every nurse midwife and AHP will:**

1. Understand their contribution to meeting key performance indicators in the domains of patient safety, patient experience, clinical effectiveness, access, efficiency, health promotion, reducing inequalities and education.
2. Utilise practice development, research and benchmarking to integrate evidence based care into their practice.
3. Embrace opportunities to work flexibly in order to deliver a 24 hour, seven day a week service.

4. Ensure they are competent to comprehensively assess and proactively respond to patients' and users' individual needs and identified risks within their own sphere of practice and level of competence.
5. Actively engage in the process of learning from incidents, near misses and patient stories to improve their practice.
6. Have easy access to, and work within, established risk management policies and processes.
7. Ensure that infection prevention and control, reduction of pressure ulcers and the prevention of falls remains a priority.
8. Be supported by clinical leaders and line managers to develop research expertise, and use these skills to drive innovation and quality within their work setting. This will be supported through links with academic institutions and operating as part of UCL Partners Academic Health Science System.
9. Develop the skills and competencies to assess and respond appropriately to child safeguarding issues.
10. Develop the skills and competencies to assess and respond appropriately to adult safeguarding and mental capacity issues with vulnerable adults.

#### **4. Improve the health of local people**

##### **How will this be achieved at trust level?**

- The trust will ensure that healthy lifestyles plans are developed patients are delivered.
- The trust will work with local agencies as well as patients and service users to transform the current culture of healthcare to improve health outcomes. This includes improving the uptake of disease prevention, public health programmes such as smoking cessation, immunisation and screening.
- The trust will procure an information technology system which will give patients access to their own records which enable them to communicate with the trust.

##### **How will this be achieved at divisional level?**

- Heads of nursing, midwifery and AHP leads will ensure that all staff have health promotion and proactive prevention of ill health embedded as part of their role.
- Divisions will support staff to understand the needs and health profile of their patients and ensure they have the appropriate knowledge, skills and competencies to intervene to support prevention and proactive management of care

##### **How will this be achieved at an individual level?**

###### **Every nurse midwife and AHP will:**

- Promote health using each interaction with individuals as an opportunity for a health promotion intervention.
- Understand the needs and health profile of their patients and intervene as appropriate to support prevention and proactive management of care.
- Undertake training in health promotion including level 1 smoking cessation.

## **5. Change the way we work by building a culture of innovation and continuous improvement**

Whittington Health is a pioneering model of local provision focused on the needs and preferences of patients and service users, and is committed to supporting, training and developing its current and future workforce. To continue to provide high value evidence based care, nurses, midwives and AHPs will be required to maintain competence to practice through continuing professional development and by extending clinical practice in, for example, case management diagnostics and non-medical prescribing.

Both hospital and community based staff will be increasingly directing and supervising the work of new support roles such as assistant practitioners. Nurses, midwives and AHPs will be required to adapt to different ways of delivering effective services and acquire the skills to provide effective clinical and professional leadership and to coach, inspire, support and develop the people they lead.

To create a culture in the trust whereby staff feel supported and valued and where day to day attitudes and behaviours exhibited are consistent with the Trust's values. To recruit, retain and develop a skilled and motivated workforce with the appropriate skills, knowledge, and expertise to deliver care in the most appropriate way for patients.

### **How will this be achieved at trust level?**

1. The Directorate of People will develop a workforce strategy which includes productive workforce metrics and sets out the plan for achieving the appropriate shape, size and skills required for the future nursing, midwifery and AHP workforce<sup>3</sup>.
2. The Director of Nursing and the Deputy Director of Nursing will support the divisions to conduct systematic reviews of services to ensure the safe, high quality, efficient and cost effective delivery of care. These reviews will inform the plan to develop new roles such as competency based healthcare support worker roles, assistant and advanced practitioners.
3. The Director of Nursing and Patient Experience will engage with local education providers to develop appropriate programmes to support transformation change and increase productivity.
4. The Trust will play an active role in the University College London Partners (UCLP) Aspiring Ward Manager/Ward Sister programme.
5. In partnership with higher education institutions, targeted education and training will be provided for advanced and assistant practitioner roles and to enable all clinicians to enhance recovery and promote health and well being.
6. A blend of education delivery methods, including e-learning, will be embedded within the organisation to improve access to training and ensure compliance with the relevant professional, NHSLA and CQC standards.
7. The Directorate of People will review current recruitment processes and consider introducing testing to evidence that potential applicants for nursing, midwifery and AHP posts are able to demonstrate values and behaviours that match those of Whittington Health. This work will take into account national and professional evidence based guidance.
8. Staff appraisal documentation will be amended to ensure that managers and clinicians are prompted to discuss the service and trust objectives and to agree a personal objective relating to improving patient experience.
9. The trust will seek opportunities to secure real time feedback from nurses, midwives and AHPs to ensure it can appropriately support and engage with the workforce as it continues to transform.

---

<sup>3</sup> At the time of writing, details of the workforce plan were not available

10. The trust will build on past success in securing externally funded scholarships.

#### **How will this be achieved at divisional level?**

1. Services will ensure that nurses, midwives and AHPs achieve the Trust target rate of **90% compliance with mandatory training by the end of 2012.**
2. Heads of nursing, midwifery and AHP leads will lead skill mix reviews to examine the workload, establishment and required skill mix, and deliver initiatives which will balance the need to increase productivity and increasingly deliver acute care in or closer to the patient/service user's home.
3. Heads of nursing will be actively involved in the development of competency based roles to support integrated care pathways across the trust.
4. Services will ensure that nurses, midwives and AHPs are able to access a range of appropriately resourced education, training and development opportunities to achieve their full potential, meet mandatory compliance and achieve service and Trust goals.
5. Nurses, midwives and AHPs will be supported to work towards advanced roles of clinical practice where service reviews demonstrate value is added to the patient's clinical outcomes and experience.
6. The clinical qualifications and skills required for all new / revised roles will be aligned to the competencies required to deliver care through integrated care pathways and enhanced recovery programmes.
7. Managers of nurses, midwives and AHPs will ensure that one to one meetings take place at regular intervals and the appraisal process is followed in accordance with Trust policy.

#### **How will this be achieved at an individual level?**

##### **Every nurse midwife and AHP will:**

1. Take personal responsibility for ensuring they are compliant with the Trust's mandatory training requirements.
2. Use their annual appraisal to identify the specific learning and training needs required to enable them to meet the competencies of their current role and where appropriate, extended/advanced roles.
3. Expect to receive regular one to one meetings with their line manager which will include a discussion about the individual's contribution to providing high quality safe and productive care and improving the patient safety and experience.
4. Receive guidance and feedback on their contribution to improving the patient experience and agree clear personal objectives.
5. Engage in initiatives which are aimed at seeking their views and supporting them in delivering care which places the patient's needs at the centre of care delivery.

#### **Ensuring the strategy is accessible**

A summary version of this strategy will be an accessible, easy to read document which will be made available to all Trust staff, patients and other stakeholders on a day to day basis via the trust's intranet and internet.

The full version of the strategy and a high level action plan will provide the working document to guide clinical leaders in implementing the strategy within the next four years.

The Nursing and Patient Experience Directorate will work with the Communications team to identify approaches to easy access to the strategy and the key messages it contains, for example; screensavers, a short promotional film (to be used for recruitment and at the annual Nursing Midwifery and AHP conference), patient leaflets, podcasts, posters and pocket cards.

## Consultation and approval

The nursing, midwifery and AHP strategy 2012-2016 '**Delivering High Quality Compassionate Care**' was presented to the Nursing, Midwifery and AHP Forum and Executive Nursing and AHP Group and widely circulated to the nursing, midwifery and AHP community in December 2011. During January 2012 the document will be presented to the Patient Experience Committee and circulated through the Trust's three divisions for approval before being presented to the Trust Board in February 2012.

Following approval, the Deputy Director of Nursing and Patient Experience will work with the heads of nursing, midwifery, nurse consultants, AHP leads, matrons and managers to agree detailed annual action plans for each of the five priorities which will be aligned to divisional strategies and endorsed by the divisional boards. The final versions of the annual action plans will be approved by the executive team and formally launched to the nursing, midwifery and AHP workforce on 9<sup>th</sup> May 2012 at the first Whittington Health Nursing and AHP conference.

## Process enablers

Delivery of the Whittington Health strategy will require several operational and organisational enablers to be in place which include:

- Continuous service improvements through clinical audit and participation in research and trials.
- Ensuring education adapts to reflect the breadth of Whittington Health's services.
- Ensure the premises from which we deliver care are fit for purpose and remodelled to reflect local population needs.
- A strategy for organisational development which engages the 'hearts and minds' of our staff, designing the appropriate shape of the workforce and developing clinical, management and leadership skills. A clinical strategy will inform the most appropriate shape for our workforce, promoting a de-layering of management levels and responsibility.
- Using information technology to revolutionise the flow of information across GPs, hospital, social and community services; ensuring high quality, efficient care and information-sharing across all providers.
- Introduction of the electronic patient record to allow access to up-to-date patient records and opportunities for accurate risk profiling and predictive modelling.

The success of the first combined strategy for nurses, midwives and AHPs during a period of significant financial challenge and organisational transformation will be dependent upon:

- Highly effective and visible professional leadership from the Director of Nursing and Patient Experience and members of the executive nursing, midwifery and AHP team to support our staff to deliver excellent clinical care and an improved patient experience.
- Strong, authentic and visible leadership at all levels of the organisation that champions the unique contribution and value of nursing, midwifery and the AHPs.
- An agreed set of common values which are clearly articulated in the trust's Patient Experience and Involvement Strategy.



- Engagement and support at trust and divisional level and clear accountability for the delivery of local action plans within each division.
- Full engagement by nurses, midwives and AHPs and their team members.
- A strategy for organisational development which recognises the unique contribution of each of the professions, engages staff at all levels and provides challenging, rewarding and competency based career pathways to prepare the workforce of the future.

## How will we measure success?

The Director of Nursing and Patient Experience will be responsible for ensuring that this strategy is delivered.

The Deputy Director of Nursing and Patient Experience will lead a range of work streams which the Executive Nursing and AHP group will monitor progress on to ensure delivery of outcomes within the agreed timescales.

Every member of the Executive Nursing and AHP group will take responsibility for ensuring that nurses and AHPs in clinical leadership positions play an active role in the implementation and delivery of the strategy.

The Director of Nursing and Patient Experience will be responsible for ensuring that an agreed set of metrics is implemented, and demonstrate delivery of the actions agreed in the annual improvement plan and will present a quarterly performance report to the Quality Committee (sub committee of the Trust Board) and an annual report to the Trust Board which will acknowledge the progress and achievements of the strategy and provide details of the priorities for the next 12 month period.

The annual Nursing Midwifery and AHP conference will be used to celebrate progress, recognise achievements and provide an opportunity to share examples of excellence and innovation.

## Contact Details

Bronagh Scott, Director of Nursing and Patient Experience

Whittington Health  
Magdala Avenue  
London  
N19 5NF



Telephone: 020 7272 3070

Fax: 020 7288 5858



Email: Bronagh.scott@nhs.net