Nursing Together

A Strategy for Improving Patient Care
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*The Wiltshire Involvement Network (WIN) welcomes the newly developed Nursing Strategy for the Great Western Hospital and recognises the amount of work it took to produce the strategy. WIN also supports the Great Western Hospital in its implementation.*

*Swindon Local Involvement Network (LINk) steering group welcomes the publication of the GWH Nursing Strategy within the local community and the importance attributed to patient experience and feedback. In the ensuing months we and, no doubt our successor Healthwatch Swindon, will monitor and publicise performance.*
Message from the Chief Executive

It is entirely appropriate that we should be setting out our strategy for nursing at this pivotal time in the Trust’s journey. I know from the feedback that I receive that patients and the public continue to place great value on excellent nursing care and recognise nurses as the backbone of our service.

I often hear heartwarming examples of the professionalism, dedication and attitude of individual nurses and teams that have such positive impacts on people’s experiences of healthcare and I take this opportunity to thank you. The reputation of our Trust is important to all of us. We all should feel proud of the jobs we do and the difference we make and I value the contribution you make every day.

The coming months and years bring fresh challenges as well as some familiar ones. With the growing demand for healthcare from an ageing population at a time when finances are getting tighter, the need to rethink how services are provided becomes increasingly important. You are our partners in helping us rise to meet these challenges. Your passion, commitment and skills are crucial in the redesign of patient pathways and helping us deliver care in a different and more innovative way in the future.

“Your passion, commitment and skills are crucial”

Nurses are central to the services we offer. It is essential we continue to focus on sustaining and improving standards of practice, so I am pleased to endorse the nursing strategy and look forward to seeing the impact on both outcomes for your patients and your own job satisfaction.

Nerissa Vaughan

Message from the Chief Nurse

I want every nurse at Great Western Hospitals NHS Foundation Trust to be proud to be a nurse and proud to work within our Trust. I want our patients and those close to them to experience the best nursing from a caring, professional and competent workforce.

This strategy sets out to build on all that is good about nursing in the Trust, strengthening in breadth and depth our contribution to health services designed with the patient at the centre.

I have been delighted by the level of engagement and motivation amongst nurses as we have worked to develop our strategy.

“Together we can take front line patient care to a higher level”

The clear links to the Trust’s STAR values and strategic objectives demonstrate how the important work of nurses will contribute to the achievements and success of the organisation.

I am confident that together we can take front line patient care to a higher level and I record here my commitment to providing the leadership and support needed to achieve this.

Hilary Walker
Introduction

Current NHS policy drives us to develop innovative and efficient services, while improving quality and establishing better integration. There is a desire for a stronger patient voice and greater accountability.

At Great Western Hospitals NHS Foundation Trust the joining together of acute hospital services with community provision across Wiltshire in 2011 has left us well placed to maximise the opportunities to transform patient pathways and deliver care in new ways.

Throughout the transformation of our services, the delivery of safe, high quality, effective and compassionate care relies on nurses working across a clinically and geographically diverse range of settings to provide patient-centred care 24 hours a day and 365 days a year. Nursing care remains a critical measure of quality for most patients and their families in regard to the services they receive from us.

This nursing strategy therefore sets out the ambitions and priorities for the next two to three years and aims to:

- Set the strategic direction of travel for the Trust’s nursing workforce
- Provide a clear framework for the nursing workforce to deliver the Trust’s vision and strategy, aligned to local service strategies
- Provide a framework for professional governance and assurance, including the development requirements underpinning these
- Provide a framework for professional communication within and across the nursing workforce.
Context

The image of nursing

This strategy has been developed at a time of great national interest in and focus on nursing.

Across this organisation (and across the country) there are examples of individuals and teams working tirelessly to deliver excellent care to the people who use their services.

However, nationally, high profile failures in quality of care, ranging from isolated cases reported in the media to systemic problems in particular healthcare organisations, have demonstrated that there are problems with the quality of some nursing care, and some of these problems are very serious. While such cases are not representative of the quality of care that the majority of nurses deliver, we need to learn the lessons from all care failures and carefully design our systems and processes to drive up consistency.

We must also be very careful not to lay all quality problems at the feet of nurses. They are part of wider multidisciplinary teams and the system that wraps around them will either help or hinder them in achieving their ambition to achieve high quality care.

There are also growing challenges to providing care, including those presented by an ageing population. The time and skills needed to care well for a person with complex needs, such as dementia, are significant. But the bigger challenge is how we can design and promote services that meet the needs of people in the best possible way and in the most appropriate setting.

Against this backdrop in April 2012 the Prime Minister, David Cameron established the Nursing and Care Quality Forum.
Nursing and Care Quality Forum

This independent national forum, made up of a range of experts on nursing and care quality working across all settings, was set up to improve the quality of nursing care across all care settings. The forum was asked to explore:

- How to promote and achieve accountable and empowered nurse leadership across the system
- How to make sure that the right culture and the right values that put patients first prevails at all times
- How best to involve, listen to, hear and respond to feedback from patients and staff
- How to make sure that those providing care have the time to do so properly.

Their early recommendations have been accepted by the government and are reflected within this strategy. They are summarised below:

1. So that nurse leaders, whether ward or community based, have time to lead and be accountable for their clinical area they should be fully in charge and supernumerary. Achieving this should not be centrally prescribed, but driven locally by clinicians and managers working together.
2. Organisations should seek ways to ensure their systems, processes and resources support their nurse and care leaders to have authority to act and make decisions relating to their teams and the people they care for. Where barriers exist that prevent this being achieved, they should be removed.
3. New leadership development and support is needed to equip our nurses with the necessary skills and competence to lead their team effectively.
4. Organisations should make sure nurses are recruited for their caring nature and compassion as well as their knowledge and skills.
5. Leaders of organisations should ensure appropriate staffing levels and skills mix are in place, and boards should be held to account for this.
6. Organisations need to work to increase the number of staff who would be happy for their friends and family to be treated at the same place they work.
Concurrently Jane Cummings, Chief Nursing Officer for England has been developing a vision and strategy for nursing and midwifery care since her appointment this summer. Her key aims are to improve quality of care and patient experience, increase the respect for the profession and to increase the number of nurses and midwives who are proud of their role.

She has built a vision around the 6 ‘C’s.

**Care:** delivering high quality care is what we do. People receiving care expect it to be right for them consistently and be part of their care decisions

**Compassion:** is how we feel about the care we give and how it is perceived. It means care given through relationships based on empathy, kindness, respect and dignity

**Competence:** means we have the knowledge and skills to do the job and the capability to deliver the highest standards of care based on research and evidence

**Communication:** good communication involves better listening and shared decision making – “no decision about me without me”

**Courage:** enables us to do the right thing for the people we care for; to engage with innovation and change and to speak up when things are wrong

**Commitment:** is about how we work with each other and the public to drive up quality and to improve the health of the population. We need to commit to action to improve care.

We have used quotes from our own nurses within our strategy document to demonstrate how the 6 ‘C’s are threaded throughout.

*Compassion in Practice*, the new national strategy for nursing midwifery and care staff, was published on 4th December 2012 and identifies six areas for action which are reflected within this document too.. These include ensuring we have the right staff with the right skills in the right place, delivering care and measuring impact, providing positive experience to people receiving care, supporting positive staff experience, engaging and involving the public and maximising health and wellbeing outcomes.
Developing the strategy

This strategy has been developed through a process of engagement with front line nursing staff from across the organisation. Around 170 nursing staff have been involved in workshops to develop and agree the priorities for nursing in our organisation for the next two or three years. An initial ‘away day’ was used to generate the strategy domains and to start to define our ambitions. Subsequent workshops were used to shape and refine the initial work.

The strategy document is set out under seven main headings or ‘domains’. For each domain we have defined an ambition for achievement and then identified our priorities for action that will help us to achieve our ambition.

It is expected that the document will be used in a number of different ways:

• For individual members of nursing staff to read and understand the direction of travel
• For nursing teams to use to plan ward/service objectives
• For Directorate leadership teams to use to ensure the professional nursing agenda is aligned to their service strategies
• For the newly forming Nursing and Midwifery Strategy Committee to use to drive implementation and monitor performance against the plan
• For other staff groups to understand key issues and priorities for nursing
• For members of the public and other key stakeholders to understand key issues and priorities for nursing at GWH NHS FT.

The Nursing Strategy will be launched during December 2012 using a range of approaches. A ‘strategy on a page’, a short video, posters and face to face events will all be used to raise awareness and understanding of the key messages and priorities within the strategy.

During January 2013, an initial meeting of the Nursing and Midwifery Strategy Committee will take place and work to establish task groups and performance monitoring processes will be undertaken. It is anticipated that progress against the strategy will be reported at Trust Board on a six monthly basis, with a more detailed report being considered at Executive Committee quarterly.
A. Leading the best patient, relative and carer experience

Our ambition is that all patients receiving our services will rate their care as excellent

To help us to achieve our ambition we will make sure:

1. Patients are always treated with humanity and kindness
   • By developing and implementing a recruitment process that ensures employment is only offered to nursing staff who demonstrate expected values, attitudes and behaviours
   • By raising awareness of the ‘emotional labour’ of nursing and establishing pragmatic approaches to sustaining nursing teams and individuals
   • By developing a pledge for nursing staff to ‘commit to compassionate care’
   • By developing and testing ways to use patient and relatives feedback to reinforce the positive qualities and attitudes of the best nurses.

2. Essentials of care are right first time, every time
   • By focussing on pain management
   • By focussing on privacy and dignity
   • By focussing on eating and drinking
   • By focussing on involving patients in the development of their care plan
   • By focussing on ensuring patients understand their treatment plan
   • By reviewing training and preparation for unregistered nursing staff.

3. Nurses act out their special responsibility for the vulnerable and/or frail
   • By focussing on caring for the elderly
   • By focussing on caring for people with Learning Disability
   • By focussing on caring for people with dementia
   • By focussing on Safeguarding Vulnerable Adults and Children
   • By focussing on caring for people at the end of their lives.

4. Nurses take ownership of the clinical environment
   • By establishing Ward Hostess roles
   • Through reviewing systems and processes to ensure cleanliness of clinical equipment
   • Through an increased focus on cleanliness during Matron ‘walk-abouts’
   • Through reviewing the approach to communication and escalation of concerns with the Trust’s domestic services and facilities providers.

Compassion is...

“Yourself in their shoes.”
Janie Bond, Matron

“The desire to alleviate someone’s pain or distress.”
Ella Martin, Research Sister

“Holding a hand and ignoring time.”
Kerry Graham, Matron
B. Strengthening leadership and professional practice

Our ambition is for nursing leadership to be highly visible and demonstrable and for the nursing voice to be heard equally amongst others.

To help us achieve our ambition we will make sure:

1. The roles of senior nurses at GWH NHS FT support the delivery of modern healthcare
   • By reviewing the senior nursing structures to ensure operational and professional agendas are properly addressed and aligned
   • By reviewing the role of the Senior Sister and Team Leaders to ensure they have time to lead
   • By reviewing senior nursing roles to re-establish on-going clinical service contributions

2. Nursing leadership capability and capacity meet the needs of the evolving delivery of modern healthcare services
   • By redefining leadership and management competencies for the roles of Senior Sisters/Team Leaders and Matrons
   • By establishing service focussed leadership development programmes
   • By reviewing succession planning arrangements and ensuring preparation and support mechanisms are in place for aspiring leaders
   • By developing and implementing an annual review process for leadership and management practice in nursing teams

3. The NMC Code of Conduct is embedded in the daily practice of all Registered Nurses
   • By developing a set of case studies to raise awareness of the ‘code’ in practice
   • By developing a process by which the ‘code’ is used within appraisal
   • By being explicit about how improvement work contributes to upholding the ‘code’

4. A culture of ‘high challenge, high support’ prevails within clinical teams
   • By designing and implementing a system of clinical supervision for all Registered Nurses
   • By raising expectations of personal responsibility for pursuing what is right
   • By establishing a ‘critical friend’ approach to the support of underperforming nurses
   • By further developing safety briefings and bedside handovers
   • By reinforcing role modelling behaviours at every level

Courage is...

“Continuing on when others would have given in.”
Tracey Onions, Chemotherapy Nurse

“Accepting the challenge.”
Mary Robson, Community Children’s Learning Disability Nurse

“Being brave enough to admit when things have not gone to plan and being able to say sorry.”
Helen Willstead, Sister
5. Nursing has voice and visibility within and without the organisation
- By establishing a Nursing and Midwifery Strategy Committee which will report to the Executive Committee and Trust Board
- By building autonomy and influence within nursing roles
- By establishing a regular publication for nursing staff to share key messages, successes and the professional agenda
- By establishing a ‘Back to the floor’ programme for senior nurses
- By establishing ‘Ward (or Service) to Board’ reporting through Directorates
- Through hosting regional or national conferences
- Through publications in nursing or healthcare press
- Through submitting our work for regional or national awards
C. Driving improvements in safety and quality of care

Our ambition is to demonstrate continuous and sustained improvement in safety and quality of care.

To help us achieve our ambition we will make sure:

1. **Nursing teams deliver consistently safe care**
   - Through zero avoidable pressure ulcers
   - Through zero unanticipated weight loss
   - Through zero avoidable dehydration
   - Through zero unexplained medicines omissions and zero medicines errors resulting in severe harm
   - Through zero failures to recognise deterioriating patients
   - Through all patients at risk of falling having evidence based preventative interventions
   - Through taking appropriate measures to prevent VTE
   - Through reducing Catheter Associated Urinary Tract Infections
   - Through exemplary Infection Prevention and Control practice
   - Through the review and embedding of a modern nursing process
   - Through the development and implementation of an annual review process of clinical standards practice

2. **Nursing teams learn from incidents, mistakes and complaints**
   - By embedding processes that ensure senior nurses are involved in the review of those incidents, mistakes and complaints relating to nursing services
   - By establishing common approaches to sharing learning and providing feedback to staff following incidents

3. **Record keeping supports the delivery of safe high quality care**
   - By reviewing and redesigning the current system of nursing records
   - By developing electronic systems to facilitate excellent nursing record keeping

4. **Nursing teams maximise their roles in promoting healthy lifestyles**
   - Through nursing services identifying opportunities for health promotion work within their client groups and establishing the priority activities
   - Through establishing brief interventions for smoking and alcohol intake.
D. Delivering effective and efficient services

Our ambition is to be innovative, productive and responsive in delivering services for the benefit of patients, relatives and carers

To help us achieve our ambition we will make sure:

1. Nursing establishments, skill mix and rosters reflect the requirements for delivering top class, evidence based practice
   • By undertaking a nursing skill mix and establishment review
   • By establishing an on-going review methodology
   • By establishing e-rostering performance standards and a monitoring and reporting process
   • By establishing a system to ensure daily staffing across the organisation is appropriate
   • By significantly reducing the use of temporary staffing, especially agency staffing

2. Models of nursing reflect emerging patient pathways and new ways of working
   • By focussing on appropriate admission to, transfers and discharge from nursing services
   • By ensuring specialist nursing services embrace opportunities to transform care and demonstrate impact and value
   • By reviewing the role of the Health Care Assistant
   • Through the use of the NHS Institute ‘Productive Series’
   • Through designing opportunities or roles that build competence and confidence in different healthcare settings

3. Nursing uses technology to enable effectiveness and efficiency
   • By exploring new technology and selecting those tools which offer maximum impact for patients and nurses
   • By seeking to establish mobile recording media such as tablet PCs, digital pens, etc
   • By establishing information systems that support nursing audit and information needs

4. Nurses enhance the skills and knowledge of others
   • By working in partnership with patients, their relatives and carers to increase their ability to self care
   • By sharing knowledge and supporting the development of other healthcare professionals.

Care is...

“Integral to the soul of nursing.”
Maxine Curtis, CNS

“Being there for patients and families.”
Tania Currie, Lead Matron

“Like madness and beauty, difficult to define but we all know when we see it.”
Sue Facey, Sister,
Community Children’s Services
E. Leading a healthy and happy work life

Our ambition is for nursing staff to identify the Trust as a great place to work.

To help us achieve our ambition we will make sure:

1. **Nursing teams are valued for their contribution to the organisation’s objectives**
   - By ensuring nursing teams and services have clear local objectives
   - By ensuring nursing staff have effective appraisals and personal development plans
   - By helping nurses at every level to understand how their work is important
   - By ensuring teams and individuals are considered through staff recognition processes
   - By ensuring teams receive the compliments and positive feedback received from their patients
   - Through a focus on celebrating success

2. **Nursing teams are happy and healthy**
   - By developing and implementing an annual review process for management standards in nursing teams
   - Through achieving effective management of sickness absence (with the support of Human Resources (HR) and Occupational Health colleagues)
   - Through working with Occupational Health colleagues to establish health promotion activities and opportunities
   - Through a review of shift patterns and working patterns with support from HR colleagues
   - Through investing in effective support processes and environments that help us to care for each other (alongside HR colleagues)
   - Through a focus on the effectiveness of team management and working
   - By ensuring staff have regular 1:1 meetings with their line manager to facilitate two-way communication

3. **Nursing teams have effective relationships with other healthcare workers**
   - Through a focus on multidisciplinary team working
   - Through reviewing and establishing clarity of roles, responsibilities and contributions where these have evolved over time or have become unclear
   - Through reviewing and establishing multidisciplinary team objectives
   - Through a focus on relationships between Senior Sister/Team Leader and Consultant/Lead Clinician
   - Through maximising opportunities for multidisciplinary teaching and learning.

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**Communication is...**

“**The ability to create shared understanding.”**  
*Steph Carpenter, CNS*

“**The answer to every problem.”**  
*Caroline Davies, Neighbourhood Team Co-ordinator*

“**Sharing information to enhance patient care and services.”**  
*Wendy Read, Continuing Healthcare Clinical Lead*
F. Measuring impact and improvement

Our ambition is for data to show a positive impact on outcomes for patients as a result of the nursing contribution

To help us achieve our ambition we will make sure:

1. **Nursing services establish their unique contribution to outcomes for patients**
   - By mapping nursing improvement work to the NHS Outcomes Framework including:
     - Preventing people from dying prematurely
     - Enhancing quality of life for people with long term conditions
     - Helping people to recover from episodes of ill-health or following injury
     - Ensuring people have a positive experience of care
     - Treating and caring for people in a safe environment and protecting them from avoidable harm
   - By establishing an annual review process to assess the effectiveness of ward, department or team systems and processes in delivering desired outcomes for patients

2. **A set of measures is established to collect and report from ward (or service) to board that demonstrate the effectiveness of nursing services including but not exclusively**
   - NHS Safety Thermometer
   - Nursing High Impact Actions
   - Productive Series measures
   - Develop further the effective use of the Southwest Early Warning Trigger tool for inpatient wards

3. **Nursing audits demonstrate improvements in priority areas in safety, effectiveness and patient experience**
   - By reviewing and prioritising nursing audit activity
   - By establishing ‘earned autonomy’ as a principle to guide audit frequency
   - Through agreeing an annual nursing audit programme for 2013/14.
G. Delivering a workforce fit for the 21st century

Our ambition is to demonstrate our workforce has the tools, competence and attitudes to deliver at the forefront of an evolving health service.

To help us achieve our ambition we will make sure:

1. **We advance nursing practice**
   - Through a relentless focus on the clinical acumen of our Registered Nurses
   - Through an increased focus on academic preparation for nursing roles
   - Through increased business planning skills
   - Through supporting innovation and the adoption of high impact pathways of care
   - By increasing the influence of nurse consultants and other senior nurses across the organisation
   - Through the appropriate spread of higher order clinical skills and competencies (such as clinical assessment, treatment decisions, prescribing, referrals)
   - Through building on established relationships and partnerships with Universities and Further Education providers

2. **Education and development is targeted to deliver greater quality, effectiveness & efficiency**
   - By increasing the profile and activity related to Research and Development and further embed evidence based practice
   - By reviewing the training and development opportunities to establish and strengthen clinical acumen
   - By supporting Continuous Professional Development at every level
   - By reviewing training and development opportunities for HCAs or Auxiliary Nurses
   - By ensuring basic numeracy and literacy skills are established across the nursing workforce
   - By working alongside colleagues with responsibilities for training and development in establishing priorities and conducting training needs analyses

3. **Clinical placements for student nurses provide high quality learning environments**
   - By ensuring students spend sufficient time working alongside their mentor
   - By ensuring mentors are well prepared for their role
   - By ensuring mentors have sufficient time to support students properly
   - By ensuring students who are unable to achieve the required standards do not progress to become Registered Nurses.

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**Competence is...**

“Having the skills and experience to do my job safely and efficiently.”

*Suzannah Parker, Staff Nurse*

“Delivering care safely and with confidence.”

*Jo Smith, Matron*

“Having the knowledge, skills and attitude to fulfil your role.”

*Sarah Fallon, CNS*