

2025-2028

# Our Voice, Our Future

## A Shared Approach

Our contribution to delivering the Trust's vision



**O**ur Voice, Our Future is the shared approach of the nursing and midwifery teams at Imperial College Healthcare NHS Trust to deliver the Trust's vision.

Our nursing and midwifery teams are essential to delivering high-quality care for all our patients. Supporting and sustaining these teams is at the heart of **Our Voice, Our Future**.

Developed through engagement with our nursing and midwifery teams, this approach focuses on three core themes: leadership and shared decision making, wellbeing and professional development, and quality and safety. These priorities, underpinned by our Pathway to Excellence® ambitions, are designed to give our teams the tools, support, and confidence they need to thrive in a rapidly changing environment.

**Our Voice, Our Future** provides a clear framework to help us improve quality and safety, stay true to our values and adapt how we work together.

Since achieving Pathway to Excellence® designation at Charing

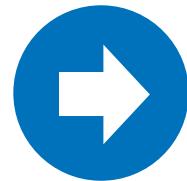
Cross Hospital in July 2024, we have seen how these principles strengthen leadership, empower teams, and energise our nursing and midwifery teams. As we roll out this approach across our other hospital sites, we will remain focused on creating space for shared decision making, prioritising wellbeing, and making professional development opportunities visible and accessible to all.

The impact is already being felt, and as we move forward with one united voice, we will continue to support one another and lead the way in delivering excellent care.

Thank you to all our nursing and midwifery teams for your passion, dedication and strength. You are at the heart of our Trust.

**Dame Janice Sisworth**  
**Chief Nursing Officer**





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## 4 Our Voice, Our Future

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# Leadership and Shared Decision Making

We are dedicated to nurturing and growing diverse, inclusive, kind, and compassionate leadership across our nursing and midwifery teams, guided by the Trust's values.

We believe that strong leadership and shared decision making help to create an environment where nursing and midwifery teams feel empowered to influence care, wellbeing, and professional practice. Our leaders work alongside direct care staff, encouraging active involvement in shaping decisions that matter.

Through shared decision making and leadership councils we continue to develop leadership capability and cultivate a culture focused on delivering exceptional care.

By encouraging accessible leadership and supporting the development of future leaders, we aim to strengthen teamwork, improve retention, and nurture accountability – ensuring every voice is listened to, appreciated and supported.



## What this means:

Support and implement nursing and midwifery leadership at all levels, encouraging nurses and midwives to speak up, share ideas and feel heard.

Ensure clinical leaders are visible, accessible, and consistently promote a kind, fair, and positive practice environment.

Collaborate to build a culture based on shared values which embraces equality, diversity, and inclusion, ensuring fair opportunities and a sense of belonging.

Use forums like Back to the Floor meetings, the Nursing and Midwifery Professional Practice Committee, shared decision making and leadership councils to amplify team voices, share good practices and drive change.

Provide tailored support through induction programmes, career-focused conversations and access to leadership development opportunities.

Nursing and midwifery teams to maintain professional standards at all times, with leaders playing a key role in supporting and guiding their teams.

# Wellbeing and Professional Development

We are focused on creating a positive practice environment where nursing and midwifery teams deliver exceptional care and feel truly valued. Professional development is supported through opportunities for career growth, training and pathways to thrive. Our wellbeing strategy, strengthened by the Pathway to Excellence® programme, encourages nursing and midwifery teams to improve wellbeing through shared decision making councils and meaningful recognition schemes.

With our programmes and partnerships with London based universities, we provide development at all levels, fostering resilience, job satisfaction and a workplace where teams can excel and deliver high quality, compassionate care. We also offer a wide range of clinical placement opportunities for students, ensuring valuable hands on experience is gained in a supportive and dynamic learning environment.



## What this means:

Create a workplace where everyone feels valued and supported, with training opportunities provided to fulfil potential, ensuring positive behaviours to make the Trust a great place to work.

Recognise and celebrate contributions meaningfully, share learning from success and challenge, and promote achievements through DAISY, Make a Difference Awards, and the annual Festival of Nursing and Midwifery.

Prioritise staff physical and emotional safety, promoting positive behaviours and offering comprehensive wellbeing support, including financial advice, counselling and flexible working.

Support registration, revalidation and career progression through a range of education, training and development opportunities, such as preceptorship, mentoring and buddyng schemes.

Foster innovation and research in practice through committees like nursing and research, evidence-based practice groups, and initiatives such as Thrive Thursdays and Today I Learnt Something.

Build on the success of thriving staff networks (e.g., Women's, Race Equality, LGBTQ+, and Disability networks) to promote equality, diversity and inclusion.





# Quality and Safety

Quality and safety are at the heart of everything we do, guided by our quality strategy and safety improvement priorities. These priorities span the multidisciplinary team, with a particular emphasis on supporting nursing and midwifery teams to deliver high quality, evidence-based care. By continuously working to improve patient outcomes, we aim to build on our strong foundation of quality improvement excellence.

The Pathway to Excellence® programme further supports this commitment, providing opportunities for nursing and midwifery teams to lead and contribute to quality and safety improvements through collaboration. This approach fosters workforce pride, confidence, and a culture of excellence.

## What this means:

- Nurses and midwives must always uphold their professional code of conduct, and ensure they stay up to date with revalidation requirements.
- Treat every patient with dignity, sensitivity and respect, addressing individual needs and involving them in shared decisions about their care.
- Deliver on safety improvement priorities, to prevent avoidable harm.
- Foster a 'research active' culture within nursing and midwifery teams by supporting clinical academic career pathways, research ambassadors and the 'Bringing Research Back to the Floor' programme.
- Use the safe nursing and midwifery staffing frameworks to maintain staff and patient safety.
- Continuously improve care locally through the ward accreditation programme by using data and insights to inform change.
- Work with specialists in mental health, learning disabilities, dementia and safeguarding to ensure the enhanced care needs of our most vulnerable patient groups are met.
- Advance clinical practice by developing new roles, across the enhanced, advanced and consultant pathways for nursing and midwifery.
- Embrace innovation and evidence based care, supported by research and digital solution.
- Support nursing and midwifery teams to prevent, manage and recover from incidents of violence and aggression, through targeted prevention, protection and staff support strategies.

# Conclusion

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It is essential to reflect on where we are, celebrate our achievements and define a shared vision for the future.

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Nursing and midwifery teams are the largest workforce group in our hospitals, making an important impact on patient care and outcomes. **Our Voice, Our Future** outlines the shared approach for nursing and midwifery teams to be part of that ambition. Through the themes of **Leadership and Shared Decision Making, Wellbeing and Professional Development, and Quality and Safety**, we aim to harness the full potential of our teams, clearly define who we are, and communicate what we strive to achieve.

Nursing and midwifery teams continue to evolve within a changing healthcare landscape. It is essential to reflect on where we are, celebrate our achievements, and define a shared vision for the future. While change is inevitable, patients' expectations of nurses and midwives remain the same: to feel safe, cared for, respected and involved.

Our ambition is to embed the Pathway to Excellence® principles across the organisation, creating a positive practice environment where nursing and midwifery teams have a strong voice, influence decisions, drive changes that

enhance their wellbeing, improve the workplace and deliver exceptional patient care. As part of this journey, we will champion research and evidence-based practice, empowering nurses and midwives to innovate, drive improvements and advance care through inquiry and discovery.

We aspire for all our sites to achieve Pathway to Excellence® designation, demonstrating our commitment to uniting nursing and midwifery teams under a shared vision of excellence for both staff and patients.



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## Nursing and Midwifery Teams

Leadership and  
Shared Decision  
Making

Wellbeing and  
Professional  
Development

Quality  
and  
Safety

## Shared Decision Making Councils

## Leadership Council

Our Voice  
Our Future

# Behaviours Framework

Our Trust values and the behaviours we love to see.

## Kind

We are considerate and thoughtful so everyone feels valued, respected and valued.



## Expert

We draw on diverse skills, knowledge and experience so we provide the best possible care.

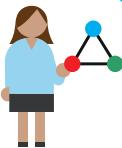


- Always go out of your way to make others feel welcome.
- Proactively offer help and support to patients, visitors and colleagues; 'go the extra mile' for others.
- Make time to actively listen and respond, even when busy; tailor your approach to the individual and 'listen with fascination'.
- Help others to challenge unkind or disrespectful behaviour and to understand its impact.
- Understand and respond to the diverse needs of patients, visitors and colleagues – show you value their time.

- Actively inspire and encourage others to act responsibly and always act in line with best practice.
- Role model continuing development and encourage others to do the same; be generous with your knowledge and networks.
- Promote a culture of delivery; highlight issues, challenges and risks in delivery and help find solutions and mitigations.
- Consider and seek to reduce negative impacts on cost, resources or the environment; encourage others to do the same.
- Constantly find improvement opportunities in every aspect of your work.

## Collaborative

We actively seek others' views and ideas so we achieve more together.



## Aspirational

We are receptive and responsive to new thinking, so we never stop learning, discovering and improving.



- Encourage and support others to find better ways of working within and across teams.
- Proactively seek diverse views and feedback in all aspects of your work.
- Develop genuine and generous partnerships with others, internally and externally, to achieve a common goal.
- Create a culture of proactive, tailored and transparent communication.
- Be generous with your time and actively make yourself visible and available to others.

- Actively help others to identify improvements and find solutions to problems, focusing on outcomes.
- Create a culture where achievement is proactively identified and celebrated.
- Promote and role model reflection and learn openly with others.
- Promote a culture of feedback and role model high quality feedback conversations as part of daily practice.
- Take proactive steps to contribute to wider improvement initiatives and bring a positive mindset to new ideas.



**Our Voice,  
Our Future**  
A Shared Approach

**NHS**  
Imperial College Healthcare  
NHS Trust