

Everyone counts

Nursing & midwifery strategy 2013-2016



It's three years since we launched our first nursing and midwifery strategy and lots has changed. This strategy builds on the ways in which nurses and midwives at Imperial have worked with commitment and passion to improve the care delivered to patients. As we go forward we have a number of challenges to face. This new strategy focuses our attention on what matters most to patients, their families and staff, and the ways in which we can work together to deliver high quality, safe, effective care with compassion and kindness in a complicated and changing world.

We have had so many successes together over the last three years, and I am very proud of what we have achieved, but as always, there is more to do, so I am seeking your continued support and commitment to making a difference to the patients we care for and the colleagues we work with.

Janice Sigsworth
Director of Nursing



A smiling man with short dark hair, wearing a blue polo shirt with a white collar and a name tag, stands next to a white door. He has his right hand raised, touching the door frame. A blue circular sign on the door reads "Fire door keep shut".

To work with patients and their families and carers to deliver the kind of care they want to receive, and that we would want our family and friends to experience.

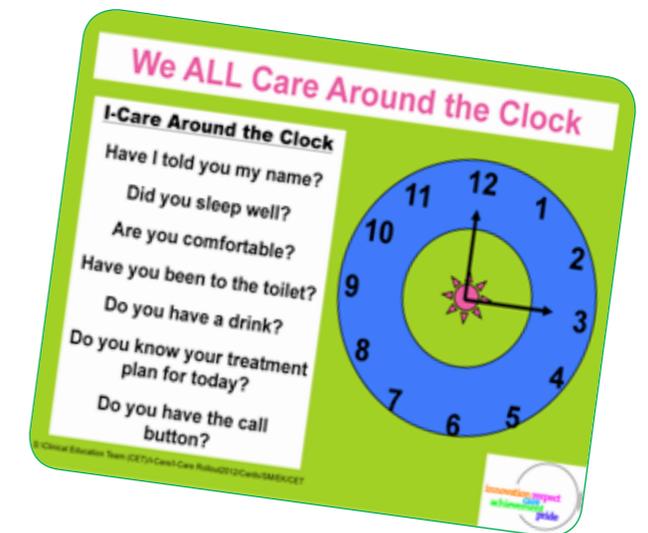
We will strive to provide excellent care which is safe, effective and compassionate.

Getting the basics right – every time



Treating patients with dignity and respect

- deliver care in a kind, compassionate and respectful way
- be sensitive to people's choices
- develop relationships with our patients that involve better listening and decision-making: “no decision about me without me”
- deliver care which meets the individual needs of all patients, including single-sex accommodation, providing adequate food and drink and ensuring pain is managed effectively, and considers inclusivity and personalisation

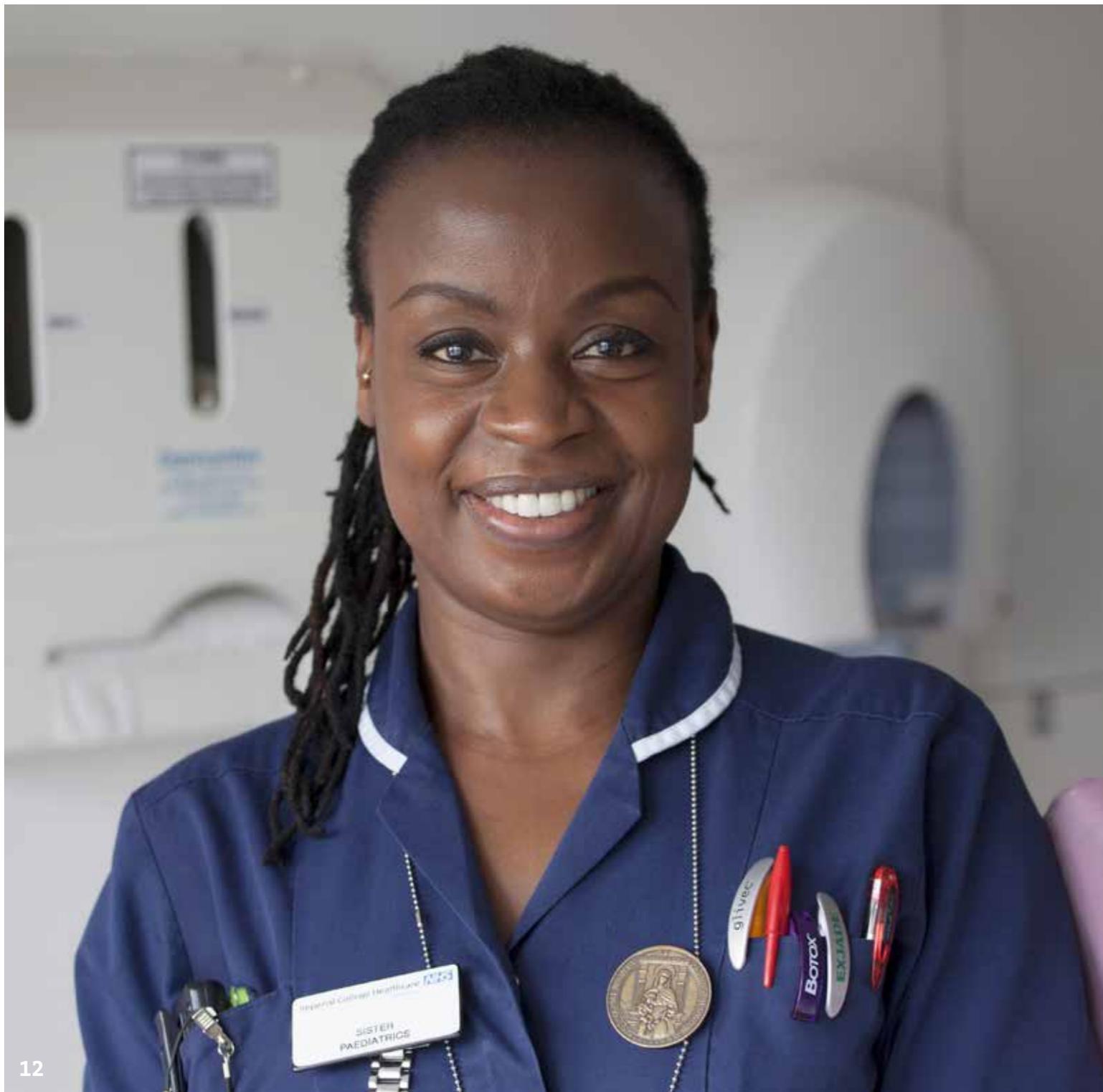




Year-on-year improvements in patient care

- consistently provide safe, effective high quality patient care and embed a culture of improvement, focusing on our harm-free care indicators
- deliver initiatives that support all clinical quality external accreditation, for example Care Quality Commission (CQC) essential standards, Safety Thermometer, Commissioning for Quality and Innovation (CQUIN), Quality Accounts, NHS Litigation Authority
- measure what we do and use variations in our data so we can commission improvement projects and research in areas such as timely administration in medicines administration, falls and pressure damage
- utilise shift handover effectively
- integrate hourly rounding into day to day practice
- sustain improvements in patient care as measured by local and national standards
- learn from others, and share and celebrate best practice





Safeguarding children, young people and vulnerable adults

- integrate safeguarding training, supervision and practice to instill a safeguarding culture in our organisation
- measure what we do and the effectiveness of policies, processes and practice
- meet the needs of people with mental health problems and those with issues involving mental capacity

Standardising our clinical documentation

- document what we do in partnership with patients and the multi-disciplinary team
- contribute to the implementation of Trust-wide electronic patient records, by providing evidence-based nursing and midwifery documentation



Listening to patient, family and carer feedback to improve the care we give

- use patient stories and feedback to monitor and improve what we do
- use a range of methods and tools to capture patient feedback, which includes diverse and hard to reach groups
- embed the cycle of feedback, action and audit so that change happens and improvements are delivered
- look at the whole patient journey and use models of feedback to explore patient pathways and overall experience





Helping staff to do their job



Embedding a culture of lifelong learning

- make sure our staff have the knowledge and skills to do their jobs and the capability to deliver the highest standards of care through annual appraisal
- give new starters a positive induction and clear expectations
- maintain excellent learning environments
- deliver an internship programme so that we retain newly qualified nurses
- create mentors who support and develop our students
- support our staff to gain degree, masters and doctoral qualifications

Integrating education and research into the care that we give

- regularly review nursing and midwifery policies, guidelines and procedures to make sure they are based on the best current evidence
- underpin and support developments in nursing and midwifery practice with our own research programme aligned to the academic health science centre and network strategies
- support our staff to publish and to present at conferences
- promote careers in research to strengthen our focus on evidence-based care



Measuring the impact of staff education on improvements in patient care

- deliver annual improvement in the number of positive responses to national patient survey questions that ask us about the knowledge of our nurses and midwives
- identify improvements in patient care arising from education and training initiatives

Developing the role of the clinical academic nurse and midwife researcher

- provide support for nurses and midwives on a clinical academic career pathway
- value and celebrate academic achievement alongside clinical excellence
- provide a structured training and support programme for our research nurses and midwives

Valuing and developing our workforce



Getting our staffing right

- recruit talented individuals who share our vision and values
- reduce our reliance on temporary staffing and aim for a local vacancy factor of no more than five per cent
- reduce levels of sickness and absence
- promote a clear work/life balance by providing flexibility in the workforce
- use the Trust safe staffing position statement to regularly review our staffing levels to make sure they are safe and meet changing needs
- listen to what our staff say about what would help them to be productive and efficient

Respect our patients and colleagues
Encourage **innovation** in all that we do
Provide the highest quality **care**
Work together for the **achievement** of outstanding results
Take **pride** in our success



Listening to our staff

- encourage open and transparent communication at all times
- develop the principles of 'open hour', communicating through regular e-news, podcasts and tweets
- demonstrate commitment to our staff by making sure senior nurses and midwives are consistently present in clinical areas
- help and support our staff to be open and to raise concerns when things are not right
- make sure our staff have rewarding and worthwhile roles and that all nurses and midwives have individual annual appraisals

Using the specialist roles in our workforce to improve practice

- recognise the contribution of specialist nurses and midwives to patient care and patient outcomes
- develop a highly visible nurse and midwife specialist workforce who motivate and inspire
- harness specialists' expertise to pioneer innovations and excellence in practice

Everyone's a leader



Prepare everyone to lead – building and strengthening leadership

- support and develop ward sisters and charge nurses to deliver excellence in clinical practice
- develop our staff through annual appraisal, and using experiential and practice opportunities as well as education opportunities
- support our staff to do the right thing for people we care for, to be bold when they have good ideas and to speak up when things go wrong
- create equality of opportunity to develop the leadership potential of our staff
- free up the time of our leaders, so that they have time to lead

Delivering improvements

- define the leaders' roles and responsibilities for improving patient care and the patient experience
- support key leaders in developing a Trust-wide forum for sharing strategies that have improved patient experience, safety and effectiveness



Enabling our leadership teams to deliver on clear expectations

- develop all staff to lead
- provide an opportunity for staff to develop networks and their leadership roles, externally
- ensure that the appraisal process includes clear objectives by which leadership is measured

Supporting the delivery of care through visible clinical leadership

- raise the profile of the nurse and midwife leaders role in quality rounds, grand rounds, back to floor Friday and Trust-wide leadership events
- support leaders in their development of future leaders
- support the development of a leadership conference to celebrate innovation and achievement



