



**Countess of
Chester Hospital**
NHS Foundation Trust

Nursing and Midwifery Strategy

2018 -2020



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Foreword

This strategy has been informed by both the national 6C's and 10 Commitments and local context and has been developed in consultation with nurses and midwives across the organisation. It clearly articulates our three-year vision and makes explicit my expectation of every nurse, midwife and healthcare support worker, with a strong focus on every individual's responsibility in the delivery of safe, kind and effective care within the context of our 'Model Hospital' programme. In particular, during 2018 to 2020 the nursing and midwifery family will be fundamental in the design and delivery of the 'Model Ward' project, which I am very excited to support and will demonstrate the valuable contribution nursing and midwifery makes in transformational change to improve care and services for our patients and their loved ones across our health system.

This plan outlines clear, measurable improvements and provides details of the actions needed across the nursing and midwifery workforce to ensure a dynamic and flexible approach to stepwise change that will really make a difference to patients in our care and the teams we work within. The actions we take will be evaluated annually to acknowledge the pace of change and measure our impact in real terms. With an ever-changing healthcare system it is clear that the nursing and midwifery family will need to transform through the development of new roles and new ways of working to ensure we have a workforce that is fit for purpose in a modernised, reformed and integrated NHS. This will require a focus on leadership and accountability together with cultural changes that reflect our Trusts' expected values and behaviours.

The 'Five Year Forward View' (2014) has set out the challenge over the next few years, focusing on prevention and working across organisational boundaries to deliver care that meets service user expectations and ensures a seamless journey. The 10 commitments outlined within this strategy place nurses and midwives as leaders within this radical new way of working and although this can seem daunting at first, I believe with your support, dedication and continued hard work in the delivery of this strategy it is achievable.

What remains constant is the need to deliver safe, effective, individualised compassionate care in all settings. Building on the strong foundations from our previous strategy and quality improvement methodology, this strategy focuses on; operational transparency, high reliability and reducing variation, accountability and value and ensuring we get it right, first time for every service user. Care we would want delivered and would expect for our family and loved ones.

I am privileged to introduce this Strategy and would like to use the opportunity to acknowledge and thank the nursing and midwifery family for their continuous commitment and support.

Alison Kelly
Director of Nursing and Quality



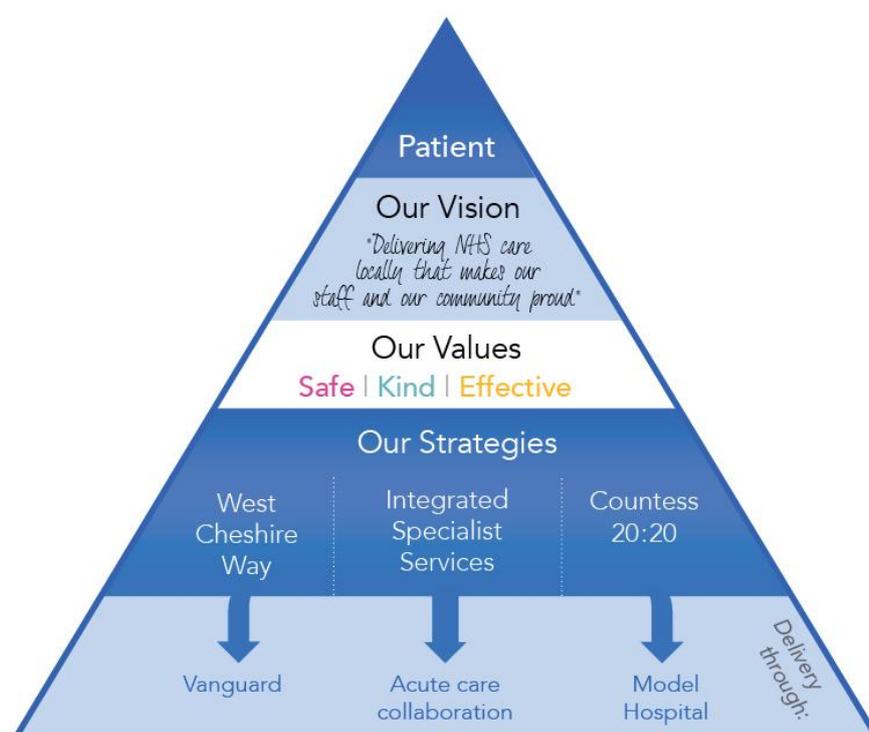
Strategic Direction

Our vision is to deliver NHS care locally that makes our staff and our community proud by being safe, kind and effective in everything that we do. The Countess has set out to achieve this vision through three key strategic programmes.

Countess 20:20 is how we review our core services to make sure they deliver the outcomes and quality our service users deserve. This is our internal approach to innovating and improving. The 'Model Hospital' supports the delivery of this programme and the 'Model Ward' project will provide a platform for nurses and midwives to lead on and contribute to transformational change for the benefit of service users, their families and the multi-professional team.

Integrated Specialist Services sees our hospital developing services as either a specialist centre in its own right, or through clinical networks in partnership with neighbouring hospitals. Our acute care collaboration with Wirral supports the delivery of this programme and provides the nursing and midwifery family with the opportunity to influence and shape care and services to meet the needs of service users.

The West Cheshire Way sees us working with local healthcare partners to redesign services so they are more joined up and easier for service users to access. The development of the Integrated Care Partnership (ICP) supports the delivery of this programme. Nurses and midwives across our health system are fundamental to achieving seamless service users care and are central to involving external services/agencies early and planning for a safe and timely discharge.



Introduction

This document outlines our three year strategy for nursing and midwifery. Following on from our previous achievements from the 2014-2017 strategy, it builds upon the Trust's core values and behavioural standards.

The strategy is not only aligned with the 10 Commitments of the national Nursing and Midwifery Framework "Leading Change, Adding Value" and the NMC Code of Conduct, it is also underpinned by the 6 Cs which are a legacy of the three year "Compassion in Practice" strategy that concluded in March 2016. The key principles of this strategy will be articulated at organisational and individual level so that every nurse and midwife in the Trust understands the role they have to play in ensuring excellence.



Our vision, values and behaviours

Our vision is to deliver NHS care locally that makes our staff and our community proud. Our values are summarised as being safe, kind and effective in everything that we do.

We want to 'bottle' the specialness that makes our hospitals so friendly and dependable for our patients. Collectively we have agreed standards of behaviour that we want to see and encourage in everyone which are:

- Working Together to get the best outcomes for the patients and the Trust
- Respect and Fairness so that everyone feels like a valued member of the Trust
- Positive Attitude to create a great environment for our patients, my colleagues and myself
- Achieving Excellence to continuously improve our care for patients, our people and our finances
- Leading People by creating an environment in which everyone can do the best job possible

The 6C's

1. Care

3. Competence

5. Courage

2. Compassion

4. Communication

6. Commitment

Continuing the journey – What have we achieved in the last 3 years?

In February 2016 the Countess of Chester was inspected by the Care Quality Commission and the Trust was awarded a 'good' rating.

Whilst the report which was published in June 2016 gave us much to celebrate and highlighted several areas of outstanding practice, it also reinforced our own sense of what we need to strengthen and improve.





Timeline of achievements

2017 Implementation of the Nursing and Midwifery 'Recruitment and Retention' Strategy

A task group was established during 2017 to lead the work programme for recruitment and retention in nursing and midwifery. This included undertaking a review of the current nursing and midwifery workforce numbers, vacancies and turnover during 2017. As a result a number of work streams are being progressed to support the successful recruitment and retention of registered staff. The group has recently extended its membership to include AHP colleagues and incorporate the theatre working group which also focuses on the Operating Department Practitioner (ODP) shortfall and plans during 2018 include joining with medical colleagues to work collaboratively across all clinical professional groups.

Recruitment work streams include (but are not limited to):

- Review and update of Comms Strategy to support recruitment (including utilising LinkedIn, FB and Twitter)
- Update of recruitment materials
- Update of website to include a 'one stop shop' to living in Chester and working at the Countess

- Redesign of job advert and review of benefits offered to new starters
- Introduction of 'book on tours' for interested applicants to visit the hospital and meet teams
- Rotational posts offering structured development opportunities
- Maximising National recruitment fairs
- Engagement with local Universities
- Increasing return to practice numbers
- Theatre open days and career events
- Evaluation of recruitment process using feedback from end-users
- Collaboration with 'Temporary Staffing' to support pay incentives (moving to weekly payroll) and improved technology to support recruitment process
- International recruitment

Retention work streams that include (but are not limited to):

- Review of ward staffing models, utilising acuity and teletracking data to support model development and design teams that reflect the needs of service users
- Scope the nursing and midwifery workforce requirements over the next 5—10 years and develop a training strategy using apprenticeship models to support career development towards professional registration
- ODP training programmes using apprenticeship models
- Theatre practitioner programmes using apprenticeship models
- Review of additional hours payments and incentives to join the Countess Bank
- Building a 'pool' of flexible staff on contracts to support short notice/unplanned gaps
- Collaboration with Education and Training to offer competency based/ higher apprenticeship development opportunities

2017 Nursing and Midwifery Staffing Survey

A snapshot survey of registered nurses and midwives has been undertaken during 2017, this comprised of 26 questions, covering the topics of working patterns, incentives and professional development. A total of 70 nursing and midwifery staff completed this. The feedback from this survey was listened and responded to by the Executive team and as a result the following has been implemented;

- Offer to increase contracted hours from 36 to 37.5
- Offer of 37.5 hour contracts to new registered nursing and midwifery employees
- Offer to work regularly over 37.5 hours (for individuals who requested this as an option)
- Increase bank pay in line with substantive pay for registered nurses and midwives

2017 Introduction of Tele-tracking/ Co-Ordination Centre Programme

The Co-ordination Centre will make us more responsive, giving our nurses and midwives more time to spend with service users by reducing the administrative and housekeeping tasks they currently have to do. The introduction of the bed cleaning teams really supported this goal and has released a number of nursing hours to support direct patient care.

2016/17 E-Rostering

The change to electronic rostering has allowed for more effective roster management, ensuring services are covered with the right number and skill mix of nursing and midwifery staff. Transparency in relation to flexible working patterns, annual leave allocation and time owing has allowed for the optimum use of the workforce which has been further progressed by the introduction of the 'SafeCare' system. Electronic rosters (HealthRoster) have been implemented in 40 wards/departments across the Trust with 1,100 nurses and midwives now able to instantly access and view their rosters from a phone or tablet. Rosters are published 6 weeks in advance which supports a healthy work/life balance and allows for early planning to cover unfilled shifts. The electronic roster links with Bank Staff which supports 24 hour direct booking of nurse bank shifts when shifts cannot be filled by substantive staff.

2016/17 SafeCare

The introduction of the SafeCare programme has allowed us to move away from traditional staffing models and flex the workforce (both number and skill mix) to support the actual acuity and dependency of patients, resulting in the right staff, with the right skills, in the right place at the right time to meet patient's needs. Staff record live acuity data in SafeCare, 3 times in each 24 hour period within adult and paediatric inpatient areas. SafeCare links to HealthRoster and provides visibility and transparency of nurse staffing and patient acuity across the Trust. Senior nursing teams are able to identify a shortage or excess of nursing hours based on live patient acuity and can use this information alongside professional judgement to redeploy staff accordingly.

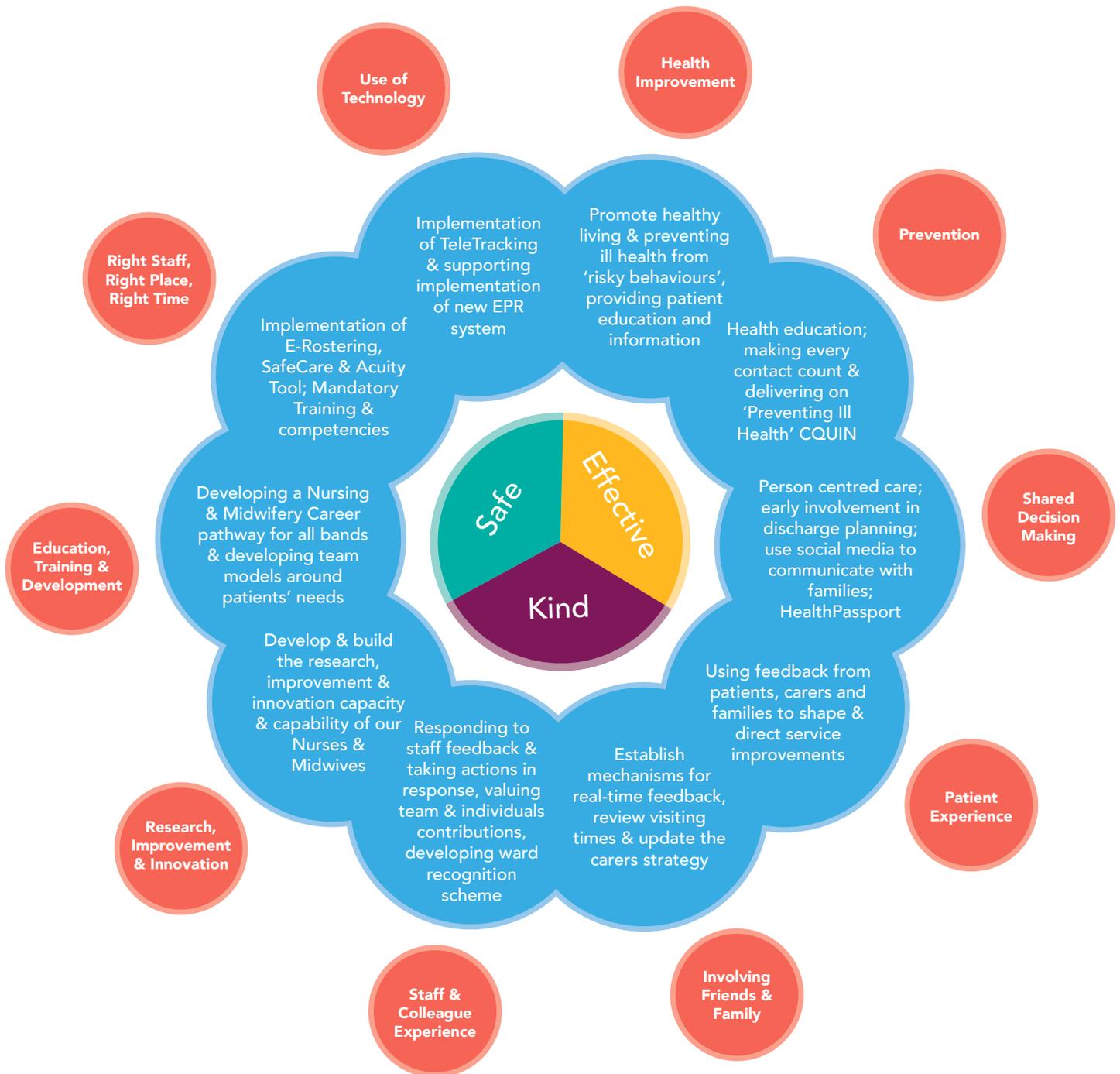
2016/17 Clinical Nurse Specialist (CNS) and Advanced Nurse Practitioner (ANP) Review

During 2016/17 a review of the CNS and ANP roles has been undertaken. This has provided the opportunity to map the current service models and operational requirement to the knowledge and skills provided through the CNS and ANP teams. This is essential to ensuring the right staff, with the right skills are available to provide care and treatment at the point of need. In addition, it has allowed for the standardisation of job descriptions and the completion of training needs analysis to reduce variation, improve efficiency and to identify specific development needs for individual nurses. The revised job descriptions and new job plans now mirror the national standards for advanced practice.

The 10 Commitments

The 10 Commitments are aspirational goals defined in the 2016 national framework for nursing and midwifery, 'Leading Change, Adding Value'. They are intended to help us focus on narrowing gaps, addressing unwarranted variation and helping us demonstrate outcomes.

The diagram below demonstrates how we, together as a Trust plan to deliver these commitments.



Our Vision

Our three main priorities as a Trust are...

- **Safe:** Avoid harm and reduce risk to all
- **Kind:** Considerate and non-judgemental in thoughts and actions
- **Effective:** Consistently maximising resources to deliver excellent patient care

To ensure our priorities are met we have 10 Nursing and Midwifery objectives which complement the 10 national commitments and build on the 6C's foundation to provide local context to our strategic direction, providing actions which can be measured to demonstrate our successes or highlight areas for further development.

The delivery of this strategy will be monitored and evidenced provided against achievements by 2020. Some objective will take the full 3 year programme to complete, whilst others may be achieved within a shorter timeframe. Regular progress reports will be monitored at the Nursing and Midwifery Board and identified leads will be supported by the Board to take forward any required actions.



Objective 1

To focus our resources on models of care that are; patient-centred, safe, effective, economically sustainable and responsive to the needs of our patients.

To support this we will:

- Work collaboratively with the Chief Clinical Information Office and the Chief Nursing Information Officer to agree a digital roadmap to define the benefits of the new electronic patient record (EPR) and to ensure a patient focused strategy of informatics is developed within the Trust in line with NHS England's Five Year Forward View
- Utilise IT strategies and informatics to promote performance and improvement
- Embrace a new 'Electronic Patient Record' which will support staff to deliver best practice
- Work collaboratively with the EPR implementation team to ensure the new system removes duplication and promotes efficiencies to release nursing and midwifery time
- Continue to implement and develop e-rostering and safe staffing management aligned to acuity and Care Assurance Framework
- Explore ways in which the electronic roster can support nurses and midwives to achieve a healthy work/life balance, with a particular focusing on flexible working
- Support National Patient Safety Initiatives
- Reduce patient harms (HCAI, falls and pressure ulcers)
- Monitor quality of care and the actions taken to improve through the use of nursing focused targets and indicators which will support the delivery of the Quality Agenda
- Continue to promote the duty of candour and conduct a review of Nursing and Midwifery practice to ensure that our systems and processes support a culture of transparency
- Incorporate human factors education and awareness into Trust training programmes

Objective 2

To ensure our Nursing and Midwifery workforce is flexible, skilled and responsive; enabling us to provide solutions to the current challenges by enabling them to work to their full potential.

To support this we will:

- Grow a nursing and midwifery workforce that is resilient and sustainable through the use of an annual appraisal and personal development planning to ensure staff progress from novice to expert
- Ensure organisational readiness to support nursing and midwifery revalidation
- Agree a standard set of skills and competencies for the roles required and monitor compliance annually
- Monitor and ensure professional and behavioural standards and Trust values are reflected in our daily actions
- Work collaboratively with university providers to ensure clinical placements provide a holistic experience and provide students in training with the required knowledge and skills to support them in their practice
- Review the registered nurse and midwives core and specific competency framework to allow all staff the opportunity to gain essential and desirable skills in practice
- Build on the existing recruitment and retention work programme to reduce the vacancy gap and improve turnover rates
 - > Evaluating effectiveness of corporate recruitment and make a demonstrated improvement by moving to ward/department specific recruitment
 - > Reviewing the support for newly qualified nurses and midwives, enhancing the preceptorship programme
 - > Exploring flexible retirement options that are both attractive and of benefit to services
- Work collaboratively with NHSi on a career development pathway in nursing, sharing best practice and learning from others successes



Objective 3

To support the advancement of nursing and midwifery research and demonstrate translation of research into practice.

To support this we will:

- Apply the “Learning, Education and Development Strategy” and implementation plan for nursing and midwifery staff across the organisation
- Develop a research and innovation strategy that will set out the Trust’s research and innovation vision, including how we aim to increase capacity in the field of research and innovation

Objective 4

Continue learning from serious incidents and complaints. Ensure a just culture, supporting consistent, constructive and fair evaluation of the actions of staff involved in patient safety incidents.

To support this we will:

- Provide service users, carers and families with a mechanism to raise concerns at the point of care, allowing for this to be actioned and addressed in real-time
- Ensure we use a range of patient feedback to develop services and improve care
- Aim to decrease the number of formal complaints received annually
- Aim to increase the number of patient compliments received annually
- Develop robust feedback processes for staff; to ensure learning is disseminated and action is taken, where appropriate, to prevent reoccurrences of incidents and complaints
- Provide education and training for staff on how to deal with a concern or complaint to improve resolution at ward/department level

Objective 5

Listen to patient feedback to optimise communication, improve patient experience and subsequently increase and expand public and patient engagement.

To support this we will:

- Increase patient and public participation and involvement within organisational committees, focus groups and ensure we take actions in response to feedback
- Participate in delivering a programme of work through the Patient Experience Operational Group to improve patient experience

Objective 6

Improve the experience of service users with dementia.

To support this we will:

- Develop and launch a Dementia strategy to embed the principles of person centred care
- Improve access and equity for Dementia provision across the organisation (regardless of the location of patient/service users)
- Work collaboratively with Care Home providers to improve compliance and consistency to the 'Red Bag' initiative



Objective 7

To work towards an Integrated Care Partnership with key stakeholders.

To support this we will:

- Review our nursing and midwifery workforce development plans and work collaboratively with West Cheshire partners to ensure we have the right skills, values and behaviours
- Transform nursing and midwifery practice to improve care; utilising the full potential of nurses and midwives to increase the quality of care while achieving a seamless service for users across the health service
- Work collaboratively with therapist colleagues to ensure proactive discharge planning through the 'Red day-Green day' initiative

Objective 8

To ensure workforce capability by building strong leadership and strengthening inter-professional team collaboration for best outcomes.

To support this we will:

- Develop strategies for effective nursing and midwifery leadership
- Utilise a 360 degree self and peer review process that includes leadership evaluation
- Increase the number of nursing and midwifery staff who undertake mentoring
- Develop mentorship and coaching capability and capacity
- Have appropriate toolkits in place to support managers and leaders
- Support teams to develop resilience
- Evaluate senior nursing and midwifery roles and responsibilities to ensure visible support is offered consistently in the clinical area
- Evaluate the changing role of the ward/department manager, explore feasibility of delivering a seven day cover

Objective 9

Optimise the influence of nursing and midwifery, improving quality and value for money in the delivery of healthcare services.

To support this we will:

- Promote a professional and compassionate image of nursing and midwifery to patients, the public and service users by upholding the Trusts behavioural standards
- Reducing clinical variation (with a particular focus on the deteriorating patient, Sepsis and AKI)
- Explore and test new models of care which will include the development of multi-professional teams to ensure we get it right, first time for every patient
- Support changes across clinical footprints to reduce waste and share valuable resources.
- Ensure the nursing and midwifery family are recognised and rewarded for their valuable contribution to safe, kind and effective care through the development of a 'Ward Accreditation' scheme

Objective 10

Monitor our care assurance framework and ensure that in-year financial, capital and operational issues do not impact on patient safety and quality.

To support this we will:

- Utilise risk assessment processes, incident reporting and registers to mitigate and monitor any risks identified
- Complete monthly assurance audits, in safety, quality and patient experience, interpret findings and take actions to improve where necessary
- Share lessons learnt with the nursing and midwifery family, show casing best practice and supporting all areas to achieve excellence

The Model Ward

'Model Ward' is a transformation change programme which is centred on making improvements to both clinical and operational processes. It is an enabler, using recognised quality improvement methodology to support new ways of working and testing the delivery of new models of care. It is an ambitious programme which builds on existing foundations to improve services further and supports staff by releasing time and removing duplication, whilst ensuring the safety, quality and experience of patients in our care. The chosen areas for testing are wards 50, 51, 44 and 45, once models have proved to be successful they will then be rolled out to all inpatient areas to ensure every ward/department becomes a 'Model Ward' of the future.

Model Ward Overview





3 overarching concepts; leadership, workforce and culture

Leadership

- Responsibility and accountability
- Resilience
- Toolkit/job plans for ward managers and deputies (to include training on staff engagement and empowerment)
- Grow link nurse/champion roles (to include all bands), develop outline for each link nurse role/responsibilities
- Care Assurance Framework (CAF), knowing area, issues and challenges, leading improvement plans in response to findings
- Using lessons learning from patient feedback and clinical incidents (includes trends over time)
- Sharing and cascading key messages (including learning) to team
- Management of patient flow – right patient, right time, right place

Workforce

- Scope literature, demographics and workforce profile/projections to agree models
- Redesign multi-professional ward teams (to include staff development needs)
- Consideration for use of multi-disciplinary professionals to support nursing teams
- Staff and team development

Culture

- Ward accreditation and individual recognition
- High performance culture
- Expectations, roles and responsibilities (design cascade for learning, support/clinical supervision and appraisals)
- Values and behaviours

Operational processes

Patient Flow

- Tele-tracking KPIs (business as usual)
- Utilising patient status at a glance
- Implementing escalation processes
- Understanding length of stay information (for area and context within organisation)
- Criteria lead discharge

Admission/discharges processes

- Standardised approach accepting admission immediately
- Redesign admission assessment
- Standardise discharge planning (implementing discharge actions from ED programme, including Red Day/ Green Day)
- Implementing MDT ward/board rounds

Productivity

- Standardise ward layouts
- Equipment 'right place; right time'
- Bringing wards together to work as a unit (also links to workforce)

B-Busting

- Operationalising changes made through model ward
- Reducing duplication
- Identifying time saving approaches
- Time to recruit

Care Delivery

Safeguarding

- Defining role and responsibilities
- Embedding standardised approach and case management
- Education and training
- Implementing and accessing supportive resources

Handover

- Standardised approach
- Focusing on key risks

Releasing time to care

- Protected meal times
- Protected medicines
- Optimised ward round

Reducing clinical variation

- Failure to rescue (vital signs and escalation)
- Sepsis
- AKI
- EoL care
- Falls
- Pressure ulcers
- MUST and nutritional assessments

Our vision, values and behaviours in action

Ward 45 nurses win for planning couple's big day

Ward 45 manager Julie Dixon and her team received the biggest cheers on the night of the Celebration of Achievement awards, scooping the Patient Choice Award for their heart-warming efforts to help a couple get married in the hospital in 2017.



Grandmother seeks Royal seal of approval for Countess care

A Tarporley grandmother has received a letter from Buckingham Palace after writing to The Queen to praise staff at the Countess of Chester Hospital.

Betty Walker, 80, has been so impressed by the care she has received this year after being diagnosed with cancer that she kept saying 'if I could tell The Queen I would'.

Her granddaughter Lucy helped her do just that by typing out a letter and posting it on the day The Queen recently opened the Chester Storyhouse. The family didn't expect to get a response, but Betty was thrilled to see both her letter and the hospital staff being recognised.



Marie O'Brien named top midwife in the North West

Marie O'Brien has been named the best midwife in the North West after being nominated for the Emma's Diary Mum's Midwife of the Year 2018 by a patient.