

BOARD OF DIRECTORS MEETING (Open)

Date: 13 February 2019

Item Ref:

5

TITLE OF PAPER	Nursing Vision and Strategy
TO BE PRESENTED BY	Liz Lightbown, Executive Director of Nursing, Professions & Care Standards
ACTION REQUIRED	To receive the Executive Summary of the Nursing Vision & Strategy.

OUTCOME	Board Members support the Vision & Strategy & proposed next steps.
TIMETABLE FOR DECISION	February 2019 Meeting
LINKS TO OTHER KEY REPORTS / DECISIONS	<ul style="list-style-type: none"> ▫ NHS Improvement: Good Practice Guide: Rostering (June 2016) ▫ Kings Fund: Caring to Change (May 2017) ▫ NQB: Safe, sustainable and productive staffing: An improvement resource for mental health (Jan 2018). ▫ NQB: Safe, sustainable and productive staffing: An improvement resource for learning disability services (Jan 2018). ▫ NHS Improvement: Developing Workforce Safeguards (Oct 2018)
STRATEGIC AIM STRATEGIC OBJECTIVE BAF RISK NUMBER & DESCRIPTION	<p><u>Strategic Aim: Quality & Safety</u> <u>Strategic Objective A1 02:</u> Deliver safe care at all times <u>BAF Risk: A102i.</u> "Failure to deliver safe care due to insufficient numbers of appropriately trained staff". <u>BAF Risk No: A102ii.</u> "Inability to provide assurance regarding improvement in the safety of patient care". <u>Strategic Objective: A1 03:</u> Provide positive experience and outcomes for service users <u>Strategic Objective A1 04:</u> timely access to effective care</p> <p><u>Strategic Aim: People</u> <u>Strategic Objective A2 03:</u> We will develop an effective culture of leadership & management</p> <p><u>Strategic Aim: Future Services</u> <u>Strategic Objective A3 03:</u> Provide effective community care & treatment <u>Strategic Objective A3 04:</u> Provision of high quality inpatient services supported by effective alternatives.</p> <p><u>Strategic Aim: Value for Money</u> <u>Strategic Objective A4 01:</u> We will improve productivity & efficiency of our services, maximizing time spent with service users.</p>

<p>LINKS TO NHS CONSTITUTION & OTHER RELEVANT FRAMEWORKS, RISK, OUTCOMES ETC</p>	<p>Leading Change, Adding Value: A framework for nursing, midwifery and care staff (May 2016)</p> <p>Compliance with CQC Registration / Regulation Requirements for Safer Staffing.</p>
<p>IMPLICATIONS FOR SERVICE DELIVERY & FINANCIAL IMPACT</p>	<p>Inability to provide consistently high quality care, by sufficient numbers of registered nurses who are well led, managed & effectively engaged is a risk to the delivery of patient care and their health outcomes.</p> <p>An inefficient & unproductive use of nursing resource will be less clinically & cost effective.</p> <p>Effective use of e –rostering may result in a requirement for additional registered nurses.</p>
<p>CONSIDERATION OF LEGAL ISSUES</p>	<p>Inability to meet Regulatory Care Requirements may affect the Trust's CQC ratings and Terms of Authorisation.</p>

<p>Author of Report</p>	<p>Liz Lightbown</p>
<p>Designation</p>	<p>Executive Director of Nursing Professions & Care Standards</p>
<p>Date of Report</p>	<p>24th January 2019</p>

SUMMARY REPORT

Report to: BOARD OF DIRECTORS

Subject: Nursing Vision and Strategy

Author: Liz Lightbown, Executive Director of Nursing, Professions & Care Standards

1. Purpose

For Approval	For a collective decision	To report progress	To seek input from	For information	Other (please state below)
	✓		✓		

2. Summary

Our Vision Is:

“To ensure that Nurses are well led, managed and engaged to deliver high quality care every time: care that is effective, safe and where patients experience is positive, satisfaction is high and health outcomes are improved”.

“That Nursing is valued & its contribution recognised as critical to the organisations ability to meet the changing needs and expectations of the communities we serve”.

Our Strategy / Strategic Aims: We Will

1. *Provide compassionate leadership of Nurses.*
2. *Create a culture where Nurses:*
 - i. *Are able to be / give of their best compassionate self.*
 - ii. *Embrace / aspire to their leadership responsibility from individual to system wide level.*
3. *Have the Right Staff, with the Right Skills, providing the Right Care at the Right Time in the Right Place.*
4. *Ensure Safe, Sustainable & Productive Staffing across the Organisation.*
5. *Achieve the ‘Triple Aim’ of: better Outcomes; better Experiences; and better Use of Resources.*

The National Nursing Framework / Context:

The national framework for nursing, midwifery & care staff, "Leading Change Adding Value" (May 2016) is a framework to support nurses & care staff, wherever they work/practice, to reduce unwarranted variation and improve outcomes for individuals. It builds on the earlier national nursing strategy "Compassion in Practice" also known as the 6 C's: Compassion; Competence; Communication; Courage; Commitment; & Care and is aligned to the Five Year Forward View, the fundamental aim of which is to close gaps in: Health & well-being; Care & quality; Funding and efficiency and to the newly published Long Term Plan.

As the largest health care profession Nurses are essential in the provision of high quality care, on-going delivery of the five year forward view and delivery of the new Ten Year Plan.

However we have a national & local challenge, retaining & recruiting the right nurses. Having the right nursing staff in essence means having the right quality and quantity of nursing staff. In terms of quality that we have staff who are capable and have the requisite: knowledge; technical competence; interpersonal skills; attitudes; values; behaviours; personal qualities (6 C's); and professionalism, to provide the required assessment, treatment, care & support to service users and their families /carers. And in terms of the quantity of nursing staff that we have the capacity and sufficient numbers of appropriately qualified Registered Nurses (RNs) to undertake the roles & responsibilities required to meet assessed patient demand / need across a range of care settings.

It is well understood that lower staffing levels have a negative impact on morale, stress, job satisfaction & nurses' sense of personal safety and there are a number of national reports which describe / evidence the quite profound negative impact & consequences of staffing shortages for both staff and patient care.

A Nursing & Midwifery Council (NMC, July 2017) study of nurse retention & reasons for leaving the profession identified the following six key reasons:

1. Working Conditions: 44%
2. Change in personal circumstances (ill-health, child care): 28%
3. Disillusioned with quality of care they can provide: 27%
4. Nurses bear personal professional responsibility: 26%
5. Leaving the UK: 18%
6. Poor pay & benefits: 16%

Other key factors affecting RN Recruitment & Retention:

7. Age (Retirement) Profile of the Mental Health Nursing Workforce (1/3 = 50yrs+)
8. Vacancy Rates: c13%
9. Turnover Rates c12%
10. Student Numbers (declining)

Locally our experience pretty much reflects the national picture. In particular we have had higher vacancy rates for RNs in some areas of inpatient care (acute, dementia & learning disability) and community teams (SPA) and have struggled with recruitment & retention in our Nursing Homes.

As we re-organise, develop and grow community services we face increasing staffing retention, recruitment & capacity challenges, due to internal movement & promotion within & across our clinical services, turnover out of the organisation and a gap in attracting/retaining sufficient numbers of Registered Nurses to fill the gap and work in the Trust, consequently overall supply is below demand. In terms of student numbers for undergraduate mental health nursing, numbers are being maintained in Sheffield and our task is to maximise their recruitment & retention.

The international & national research evidence is clear: graduate Registered Nurses (RNs) make a significant positive difference to patient care, patient outcomes and the health care system. It is well recognised that three key factors, together, lead to better patient outcomes:

1. A minimum RN to patient ratio of 1:6
2. The level of RN education: graduate & advanced practice nursing
3. Positive working environments.

In the IPSOS Mori & Mums Net Poll (2017) Nursing is **the** most trusted profession. Why and what is it about nurses that engenders such trust?

Nursing is first and foremost a 'caring' profession, a vocation, underpinned by a desire and / or a need to help, to serve, to care for and to help make better / enable recovery. At its most healing, the nurse patient relationship is one epitomised by compassion, the willingness and propensity to 'suffer with' (derived from the Latin: 'com' meaning 'with'; and 'passion' meaning 'to suffer').

As nurses & nurse leaders we have a pivotal role to play in compassionate leadership at individual nurse to system wide level. Due to current circumstances we have never needed compassionate leadership as much as we do now as we face nursing shortages on an unprecedented scale, staff burnout and concerns for both our own and our patients' safety (physical & psychological) & well-being.

Michael West (Kings Fund, 2017) articulates a compelling case for caring to change through innovation & how compassionate leadership is instrumental.

Innovation is described as the "*production of creative ideas & their implementation, the adoption of ideas from other organisations and adapted with the aim of improving health care*".

As well as being the core cultural value of the NHS, compassion & being compassionate is the essence of nursing and nurses are the embodiment of this value. Compassionate care has a beneficial impact on patient's health outcomes & their satisfaction.

As leaders we are the "carriers of culture" and need to be / embody compassion in our leadership. West identifies four key elements of compassionate leadership for an effective culture of innovation:

1. An Inspiring Vision & Strategy
2. Positive Inclusion & Participation
3. Enthusiastic Team & Cross Boundary Working
4. Support & Autonomy for staff to innovate

In terms of Nurses / Nursing where we need to focus is clear:

1. Compassionate Nursing & Leadership
2. Retention
3. Recruitment
4. Education & Training (Advancing Clinical Practice)
5. Health & Wellbeing

Realising the Vision & Delivering the Strategic Aims:

In delivering the vision & strategic aims we will build on existing work and arrangements and agree in detail what further actions are required, over what time period, to fully achieve and deliver the strategic aims for nursing and what is specifically required:

- a. At Ward / Community Team / Nursing Home level
- b. At Portfolio / Care Network level
- c. Organisation wide
- d. At Board level

Key is being clearer on how:

- The organisation understands supports and enhances the value of nurses, nursing & nurses experience in the delivery of high quality care.
- We structure nursing so that all of its parts create more value together than individually.
- We deploy nurses to create the greatest impact / achieve greatest value in order to improve service user health outcomes.
- Ensuring alignment between the nursing strategy, the Trust vision & strategy, strategic & operational plans, quality objectives & workforce staffing decisions.
- The organisations leaders from Board to Ward/Team understand & commit to compassionate leadership in practice.

There is a range of national guidance & research which seeks to direct & support organisations in how to address the nurse & health care professions challenges. The improvement resources, the new workforce safeguards and “Caring to Change” report are important in guiding the Board, the organisation & wards / teams to deliver the vision & strategic aims for nursing:

- Caring to Change how compassionate leadership can stimulate innovation in health care (Michael West, Kings Fund 2017)
- Safe Sustainable & Productive Staffing: An Improvement Resource for Mental Health Services, NQB, January 2018 (Board requirements Appendix 1)
- Safe Sustainable & Productive Staffing: An Improvement Resource for Learning Disability Services, NQB, January 2018 (Board requirements Appendix 1)
- Developing Workforce Safeguards: Supporting providers to deliver high quality care through safe & effective staffing, NHSI October 2018.

Thus the proposed Strategy for Nurses / Nursing is a reflection of the international & national evidence, ten commitments in Leading Change Adding Value, the principles / aims of the NHS Right Care Programme, the National Quality Board (NQB) requirements for Safer Staffing, the new national workforce safeguards and an understanding of & deep commitment to Compassionate Leadership.

3 Next Steps

Compassionate Leadership

1. Adopt "Caring to Change" & lead effective change in the Culture of Care through Compassionate Leadership, Staff Engagement & Listening into Action for Health & Social Care Professions.
2. From the vision / strategic aims set clear & achievable (SMART) goals.
3. Set objectives to enable daily focus & progress towards achievement of the goals/aims.
4. Translate these into a manageable number of priorities (each year).
5. Align / set objectives & priorities with wards & teams / care networks.
6. Clarify priorities from Ward / Team to Board.
7. Undertake 1 – 6 with the Trusts Senior Nurses / Directors.

4 Required Actions

Board members are asked to:

- i. Support the Vision & Strategic Aims for all registered professions.
- ii. Agree to the Next Steps.
- iii. Agree that a Delivery Plan be produced by May 2019.

5 Monitoring Arrangements

Via:

- The Executive Directors Group
- Workforce & OD Board Subcommittee
- Board of Directors.

6 Contact Details

For further information please contact:

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