

Public Board of Directors

SUMMARY REPORT

Meeting Date: 22 March 2023
 Agenda Item: 27

Report Title:	The Nursing Plan 2023-2026	
Author(s):	Salli Midgley, Executive Director of Nursing and Professions	
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Other meetings this paper has been presented to or previously agreed at:	Committee/Tier 2 Group/Tier 3 Group	N/A
	Date:	N/A
Key points/recommendations from those meetings	Launch of the SHSC Nursing Plan which outlines our strategic approach to attracting, retaining, developing and leading the nursing profession in SHSC.	

Summary of key points in report

The Nursing Plan outlines the approaches and developments that will bring about improvements in patient care and joy at work for nursing professionals. The plan speaks to both the registered workforce and health support workers.

The plan was brought together in 2022 through different consultation exercises and builds 4 key priority areas for action:

- Deliver the highest standards of professional practice
- Ensuring Person Centred Care through Continuous Improvement
- Inspire and support professional development across nursing roles and structures
- Attract and retain a diverse nursing workforce by being an employer of choice in the region

Many of the actions align with the Chief Nursing Officer for England priorities and speak to the wider NHS People Promise.

Attached at **Appendix 1** is the full Nursing Plan 2023-2026.

Recommendation for the Board/Committee to consider:

Consider for Action		Approval		Assurance		Information	X
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The report is presented to Board for information ahead of the implementation of the strategy in 2023.

Please identify which strategic priorities will be impacted by this report:					
Covid-19 Recovering effectively	Yes	X	No		
CQC Getting Back to Good – Continuing to improve	Yes	X	No		
Transformation – Changing things that will make a difference	Yes	X	No		
Partnerships – working together to make a bigger impact	Yes	X	No		
Is this report relevant to compliance with any key standards ? State specific standard					
Care Quality Commission Fundamental Standards	Yes	X	No		
Data Security and Protection Toolkit	Yes		No	X	
Any other specific standard?	Yes		No	X	
Have these areas been considered? YES/NO					
				If Yes, what are the implications or the impact? If no, please explain why	
Service User and Carer Safety and Experience	Yes	X	No		<i>In line with the Clinical and Social Care strategy to improve the mental, physical and social wellbeing of people in our communities</i>
Financial (revenue & capital)	Yes	X	No		<i>Ensuring a workforce that is fit for the future</i>
Organisational Development /Workforce	Yes	X	No		<i>Job satisfaction is key to nurses and nursing colleagues remaining in the professions and working at SHSC.</i>
Equality, Diversity & Inclusion	Yes	X	No		
Legal	Yes		No	X	
Environmental Sustainability	Yes		No	X	<i>Not directly in relation to this plan</i>



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The Nursing Plan

#TeamSHSC
2023 - 2026





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Priority One:

Deliver the highest standards of professional practice

Priority Two:

Ensuring Person Centred Care through Continuous Improvement

Priority Three:

Inspire and support professional development across nursing roles and structures

Priority Four:

Attract and retain a diverse nursing workforce by being an employer of choice in the region



Welcome

We are delighted to launch our nursing plan which outlines our strategic approach to attracting, retaining, developing and leading the nursing profession in SHSC.

Our plan is important to us because it outlines the approaches and developments that will bring about improvements in patient care and joy at work for nursing professionals. This plan speaks to both our registered workforce and our health support workers. We know that job satisfaction is key to nurses and nursing colleagues remaining in the profession and working at SHSC.

This plan was brought together in 2022 through different consultation exercises and builds 4 key priority areas for action. Many of the actions align with the Chief Nursing Officer for England priorities and speak to the wider NHS People Promise.

We look forward to working with all our nursing colleagues in 2023 to 2026 in implementing this strategy.



Trust Vision and Values

To improve the mental, physical and social wellbeing of the people in our communities.



Working together for service users



Respect and kindness



Everyone counts



Commitment to quality



Improving lives

Nursing in Sheffield #TeamSHSC



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SHSC employs approximately 850 nurses and nursing colleagues across a range of services and teams.

#TeamSHSC reminds us that everyone is here to ensure that people who use our services receive good quality care, from our Estates' teams to our frontline staff, we work in partnership and are focussed on outcomes for our service users

Nurses and Nursing have a range of roles from front line care delivery through to roles in research, quality, patient safety, management, leadership and professional development and support. Nurses and Nursing account for a significant proportion of #TeamSHSC.

Registered Mental Health Nurses make up the largest number of registrants, however #teamSHSC nursing family has a broad range of nursing registrants and this plan seeks to embrace and celebrate all specialities including learning disability nurses, adult nurses, health visitors and public health nurses as well as colleagues in support worker positions.

Chief Nursing Officer for England

The CNO for NHS England sets the nursing agenda for the NHS across all services. Appointed in 2019 Ruth May set three priorities which align with the NHS long term plan.

The CNO is supported by 7 regional chief nurses, SHSC sits in North and East Yorkshire Region.

The three priorities are:

A workforce that is fit for the future

Ensuring the right teams are in place is crucial to the delivery of the Plan.

To achieve this, we need to:

- Recruit and retain enough people with the skills required.
- Build places of work that are rewarding, positive and filled with opportunity.
- Develop the quality of our management and leadership at every level.
- Tackle inequality and break down the barriers that are preventing too many from reaching their potential.
- Create an infrastructure that enables more volunteers to support our front-line staff.

Renew the reputation of our profession for the future

There is a need to firmly establish the value and highlight the importance of what the professions do and why. To tackle the embedded stereotypes about the roles, and raise the profile of the work nursing, midwifery and care staff do. The breadth of the role as nurses in prescribing, research and technical and clinical care is not understood enough. Nursing is a highly skilled, educated profession and includes extraordinarily skilled people and leaders.



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#teamCNO – a collective voice that is powerful and heard

As part of a wider commitment to recognising the value of nurses and midwives, Ruth May launched the Chief Nursing Officer for England and Chief Midwifery Officer Awards at the CNO Summit 2019.

In November 2021 the CNO produced a [strategic plan for research](#), The plan sets out the CNO's ambition to "create a people-centred research environment that empowers nurses to lead, participate in, and deliver research, where research is fully embedded in practice and professional decision-making, for public benefit".

It sets out five strategic themes

- 1 **People-centred research: identifying research priorities pertinent to the practice of nursing**
- 2 **Releasing research potential: developing ways for nurses to participate in research – embedding the idea that research is an essential part of effective nursing care**
- 3 **Building the best research system: co-ordinated approach to building research capacity and capability for nurses at all levels**
- 4 **Developing future nurse leaders of research: increasing and raising awareness of opportunities for nurses to become involved in research including sustainable careers in research**
- 5 **Digitally-enabled nurse-led research: supporting nurse-led digital innovation and use of data to support research and generation of evidence to support better outcomes.**



Learning disability nurses have the same essential skills as other registered nurses, it's the way we apply these skills in a creative way that makes us different. Putting the person at the centre of what we do, seeing the ability and uniqueness of our service users, always. We are supported to develop our practice, attend training and share learning.

Firshill LD Nursing Community



Research is necessary in any professional field to advance and improve practice SHSC nursing strategy will support and provide opportunities for nurses to get involved in research and continuous improvement so we can deliver excellent care to the people who use our services.



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Michelle Horspool, Research Nurse



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Nurses are central to ensuring we deliver the most up to date, evidence-led practice and are ideally placed to identify areas for improvement and new innovative ways of delivering care. There is an emphasis nationally (through the CNO Strategy), reflected in SHSCs Research, Innovation and Effectiveness Strategy, on workforce and research skills development, particularly in nursing, midwifery, and the allied health professionals. It is important that we build in opportunities for nurses to participate and get involved in research, so it becomes an essential part of the work we do. As a nurse I am delighted to see opportunities for research leadership and development featured within #team SHSCs Nursing Strategy.

Michelle
Research Nurse

More information on the CNO plan “Making research matter” can be found here

<https://www.england.nhs.uk/wp-content/uploads/2021/11/B0880-i-cno-for-england-strategic-plan-for-research-summary-v2.pdf>

More recently in July 2022 the CNO office released the “Nursing and Midwifery Retention Strategy” which prioritises the delivery of five high impact actions that will impact on early career, experience at work, and late career staff, maximising the retention and experience of our nursing and midwifery staff.

- 1 Complete the nursing and midwifery retention self-assessment tool to identify the biggest gaps against globally evidenced best practice and the People Promise areas and implement a retention improvement action plan from July 2022.
- 2 Implement the National Preceptorship Framework.
- 3 Implement legacy mentoring schemes to support late career nurses and midwives to extend their NHS career whilst supporting early career nurses and midwives.
- 4 Encourage staff to attend national pension seminars and access information on pensions and flexible retirement options
- 5 Develop a menopause policy / guidance or add to existing policies and action plan or amend your policies and take action to ensure availability of menopause support.

There are further CNO strategic workplans that #teamshsc have engaged with and are mentioned within the SHSC Nursing Strategy.



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SHSC is proud to deliver services to children through the Health Inclusion Team, made up of health visitors and school nurses.

The Healthy Child Programme offers every family an evidence-based programme of interventions, including screening tests, immunisations, developmental reviews, and information and guidance to support parenting and healthy choices. It also outlines

all services that children and families need to receive if they are to achieve their optimum health and wellbeing.

Health visitors and school nurses are specialist public health nurses (SCPHN), with health visitors leading the 0 to 5 element of the Healthy Child Programme and school nurses leading the 5 to 19 element.

Carole Moore, Team Lead and Specialist Health Visitor



I've been a nurse since 1987 and worked in the Health Inclusion Team since 2006 and been the team lead from 2019, I count this as a privilege. We work to support some of the most marginalised groups that are socially excluded including people who experience homelessness, migrants, Gypsy, Roma communities and sex workers to name a few. We deliver the Healthy Child Programme as health visitors and school nurses and are proud to be nurses in SHSC

Carole
Team Lead and Specialist Health Visitor



You can read more about Healthy Child Programme and Nursing contribution here

<https://www.gov.uk/government/publications/commissioning-of-public-health-services-for-children/health-visiting-and-school-nursing-service-delivery-model>

Nursing and Midwifery Council (NMC)



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The NMC is the regulator for registered nurses and nursing associates.

The NMC sets the standards for education and training, approve the institutions who can train registrants and quality assure the programmes

Once registered, every registrant is required to adhere to the Code of Conduct for Nurses and Nursing Associates. The Code represents the professional standards that nurses, midwives and nursing associates must uphold in order to be registered to practise in the UK.

It is structured around four themes – prioritise people, practise effectively, preserve safety and promote professionalism and trust.

Once registered the NMC also holds responsibility for specific post registration education standards, for example prescribers and specialist community nursing qualifications.



Being a NMP in SHSC has allowed me to grow as a nurse, increasing my knowledge base, practice autonomy and the ability to provide a more consistent, smoother journey for our patients.

Cheryl Jenkinson
Registered Nurse and Non-Medical Prescriber



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National Nursing Workforce Reviews



Advancing Mental Health Nursing Now and for the Future. (Health Education England 2022). Our strategy will align with the four themes from this review:

- 1 Establish, reclaim and belong – the purpose of contemporary MH nursing
- 2 Unite, engage and overcome – addressing inequalities through diversity and inclusion
- 3 Implement, evaluate and discover – MH nurses as leaders in research
- 4 Nurture, grow and develop, advancing MH nursing for the future.

The full report can be found here

<https://www.hee.nhs.uk/sites/default/files/documents/Commitment%20and%20Growth%20Advancing%20Mental%20Health%20Nursing%20Now%20and%20for%20the%20Future.pdf>

In 2020 Health Education England supported the development of the All England plan for learning disability nursing - `Resetting the profession`. The plan aims to address the reducing numbers of LD nurses within England through a plan to Attract, Retain, Develop and Celebrate learning disability nurses. SHSC will support this plan through their strategy.

More information can be found here

<https://www.easy-read-online.co.uk/media/53159/plan-for-learning-disability-nurses-easy-read-v5a.pdf>

SHSC employs nurses and nursing support workers across our Care Home system. Regulated and managed through different systems does give opportunity and challenge to the way our nursing strategy will be applicable. We will ensure we review resources and learning from Skills for Care to support our nursing workforce across the Care Homes.

<https://www.skillsforcare.org.uk/resources/documents/Regulated-professions/Nursing/Developing-the-nursing-workforce-in-adult-social-care-leaflet.pdf>

SHSC has several Professional Nurse Advocates trained to support our Nursing workforce, improve patient outcomes and quality of care.

The Professional Nurse Advocate (PNA) is the first model of clinical restorative supervision across England with Nurses studying the programme at Universities across England to gain a masters credited qualification as a PNA.



The PNA programme was launched in March 2021, just after the 3rd wave of COVID -19 pandemic, the start of a critical point of recovery for patients, service and out workforce.

The PNA is trained to listen and understand the challenges fellow colleagues and teams are facing and to provide and deliver quality improvement initiatives in response.

The PNA programme is hoped to have a positive impact upon workforce wellbeing, retention, support professional resilience and improve patient outcomes.

Retire and Return opportunities for Nursing leadership



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Kim Tissington, Lead Nurse Preceptorship



I have recently taken flexible retirement and returned to work with our new nursing recruits in a Preceptorship development role.

During the last 4 decades I have seen great change as the nursing profession responded to the progressive world we live in however, the principles remain the same.

It was instilled in me that Nurses hold a Privileged position that we should protect and appreciate, the care we give, the standards we uphold, our professionalism and the way we conduct and present ourselves are what define us. I continue to be proud to call myself a Nurse and am excited that I have the opportunity to promote these values and support our newly registered recruits to become our future

Kim
Lead Nurse Preceptorship

Clinical and Social Care Strategy

#TeamSHSC

is united to improve the mental, physical and social wellbeing of people in our communities.

Our Clinical and Social Care Strategy - 2021/22 - 2025/26

- ▶ **Our vision**
To improve the mental, physical and social wellbeing of the people in our communities
- ▶ **Strategic aims**
Deliver outstanding care Create a great place to work Effective use of resources Ensure our services are inclusive



The Clinical and Social Care Strategy

We will give care that is

- ▶ Person-Centred and Strengths-Based
- ▶ Trauma-Informed
- ▶ Evidence-Led
- ▶ Coproduced

We will work with

- ▶ Primary Care
- ▶ The City
- ▶ The Wider System

What are we going to do?

- ▶ Develop Care Models that promote recovery

How will we do it?

- ▶ Design services to meet people's needs
- ▶ Develop Team SHSC

NHS
Sheffield Health and Social Care
NHS Foundation Trust



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What do our Nurses and Nursing Colleagues tell us?

We talked to our nursing colleagues across SHSC to ask what they are most proud of and what is unique about working here. We also asked what was most important to them in developing our strategy for 2022 – 2025.

Our priorities and themes have been developed from that feedback and included broader regional and national themes in nursing. It has been reassuring to see the national themes reflected in the key issues that SHSC nurses and nursing colleagues want to talk about.

Giselle Brook, Nurse Psychotherapist tells us about her journey



As an RMN there is potential to complete further training in talking therapies, to different levels. My route to being a Nurse Psychotherapist consisted of some CBT specific supervision for my clients in the adult community team. I have subsequently held roles in Specialist Psychotherapy and more recently in the Adult Recovery Teams.

The role of Nurse Psychotherapist is varied, and it is truly rewarding for a client to let you into their personal histories and at times deeply distressing features of their presentation, to be trusted and allowed to engage on a road to recovery.”



Our nursing colleagues are proud to work in Sheffield and shared a deep sense of commitment to the city. Many of our nurses trained here and want to provide great care to the people of Sheffield.

“I’d like the opportunity to move around areas to get experience, not have to apply for different posts each time but to have rotation.”

Registered Nurse comment during consultation.

There was also a really strong sense of teamwork, caring and compassion for not only service users, but also for carers, families, significant others as well as for each other. There is a sense of pride and of being able to see strong nursing role models across the organisation but wanting to see this built upon.

Diversity was an issue highlighted and a need to develop the profession addressing cultural inequalities and supporting colleagues from diverse backgrounds to develop into leadership roles.

Juliet Miller, Senior Practitioner



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It hasn't always been easy being female and black. There were no role models in higher positions within the Trust so there was no-one to aspire to who looked like me. A ward manager (now retired) noticed 'something' within me which I was not aware of. That person helped me to believe in myself and my abilities. He told me that I could progress further if I wanted to. I took notice of what he said, and I have never looked back. I continue to be fully supported by my line manager, who respects and believes in me.

Sometimes you don't know your worth until someone shows you

Juliet
Senior Practitioner

Many colleagues feel tired, the pandemic has taken its toll alongside ongoing national recruitment and training crises which impact on team deliverables. Vacancies mean that some of our nurses are not able to get involved in continuous improvement projects or research as they would like to be. Some nurses talked about not knowing the professional leadership structure or who to approach for professional support and advice.

Our nurses told us through the consultation, **"We would like to know who is who, who our nursing leaders are, and the different nursing career routes"**

There was also limited awareness of the national and regulatory professional nursing agenda. Pay was also a factor that was raised during the consultation, nursing pay scales are dictated through agenda for change, but there is recognition that some employers in the region offer incentives to start or stay in an organisation. There was also talk of recognition through awards rather than pay, to have opportunity to showcase and be recognised for improving or delivering care and systems.

SHSC nurses often receive positive feedback from service users and carers, but sometimes we don't collect this well. Nursing colleagues would like to hear feedback in a more systematic way at local team level so they can work to make improvements or retain those things that work well. Input into the consultation from nursing support workers was limited, yet we know that they make up a valuable part of the nursing workforce. In reviewing the current offer to support workers in SHSC we believe that we need to enhance our offer, ensure we have a clear code of conduct and competency frameworks to support an equitable development plan to registered colleagues.



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We heard a lot about the desire for more training and development.

“Training that is not mandatory but is tailored to me and my role”, was a key issue spoken about in the consultation.

Many of our nurses want to see further role development, our lead for non-medical prescribing across the profession told us.



In Team SHSC we have approximately 40 Nurse Prescribers who work in a variety of services across the organisation, varying from our inpatient areas, community and specialist services. This increases each year. At SHSC we actively support continuing professional development (CPD) and the NMP course is a great opportunity for Nurses who want to improve our service user experience and journey by being able to offer timely access to treatment, enabling choice whilst helping to reduce waiting times.

Becoming a Nurse Prescriber widens the experience, knowledge and skill base of our Nursing Workforce and support career progression for those wanting to move into a Nursing Leadership position. The NMP's in SHSC are supported by Leads from both Nursing and Pharmacy leadership who chair a quarterly NMP group and oversee governance and CPD for the group

Kirsty Dallison-Perry



I have wanted to be an NMP for many years and I was lucky enough to start the training in Jan 2019 and qualified in October 2019.

My role has evolved since qualification and during covid with the support of SHSC. Since COVID the role adapted once again to a nurse led medication review clinic which is able to ensure all patients started on treatment are reviewed pre-dose increase within 4-6 weeks as per NICE guidelines. I am well supervised, getting 6-8 weekly supervision from my DMP and also quarterly NMP Group Supervision led by the Chief Pharmacist. This is a lovely forum for us all to talk about NMP advances in our services, any challenges and we are encouraged to also participate in group teaching sessions, led by one of the NMP in the meeting.

The role of NMP not only in my service but generally within SHSC and nursing care is an exciting emerging role. This qualification personally led to me feeling able to take on the challenge of ACP training and I'm very grateful to SHSC for the opportunity to undertake these courses with full support.

Amy Whiteley
Nurse Prescriber



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Our Professional Nursing Leadership Structures



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The Nursing Leadership Team are keen to support our Nursing workforce at all grades, you can find the details of all our Senior Nursing Leaders including

a short biography and how to contact them on our Nursing Page on Jarvis using this link:
<https://www.jarvis.shsc.nhs.uk/nursing>



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Strategic Plan : Priority One

Delivering the highest standards of Professional Practice



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Themes into Action	Theme Owner
Registered Nursing competency frameworks with support delivery plans	Operational Nursing Leaders including ACPs, Matrons and Service Manager
Competency frameworks for support workers to be developed and introduced across SHSC with dedicated support and mentoring plans	Head of Nursing with support from Workforce and Training team
Review the Code of Conduct for Support Workers (Skills for Health) with a view to implementation Trustwide	Head of Nursing
Provide practice workshops focussing on NMC code and standards for registrants	Preceptorship Leads and Director of Nursing & Quality
Enabling digital capabilities across the nursing workforce	Clinical Nurse Information Officer (role to be appointed to) with Heads of Nursing
Building networks across the ICS and nationally to benchmark best practice and enable peer reviews	Executive Director of Nursing & Quality
Ensure visible nursing leadership for any team employing nurses and nursing colleagues	Heads of Nursing (Directorates)
Develop the role and support for LEMs	Practice Placement Team
Enhance post graduate relationships and networks with higher education institutes	Heads of Nursing
Implement the national preceptorship framework	Preceptorship Leads

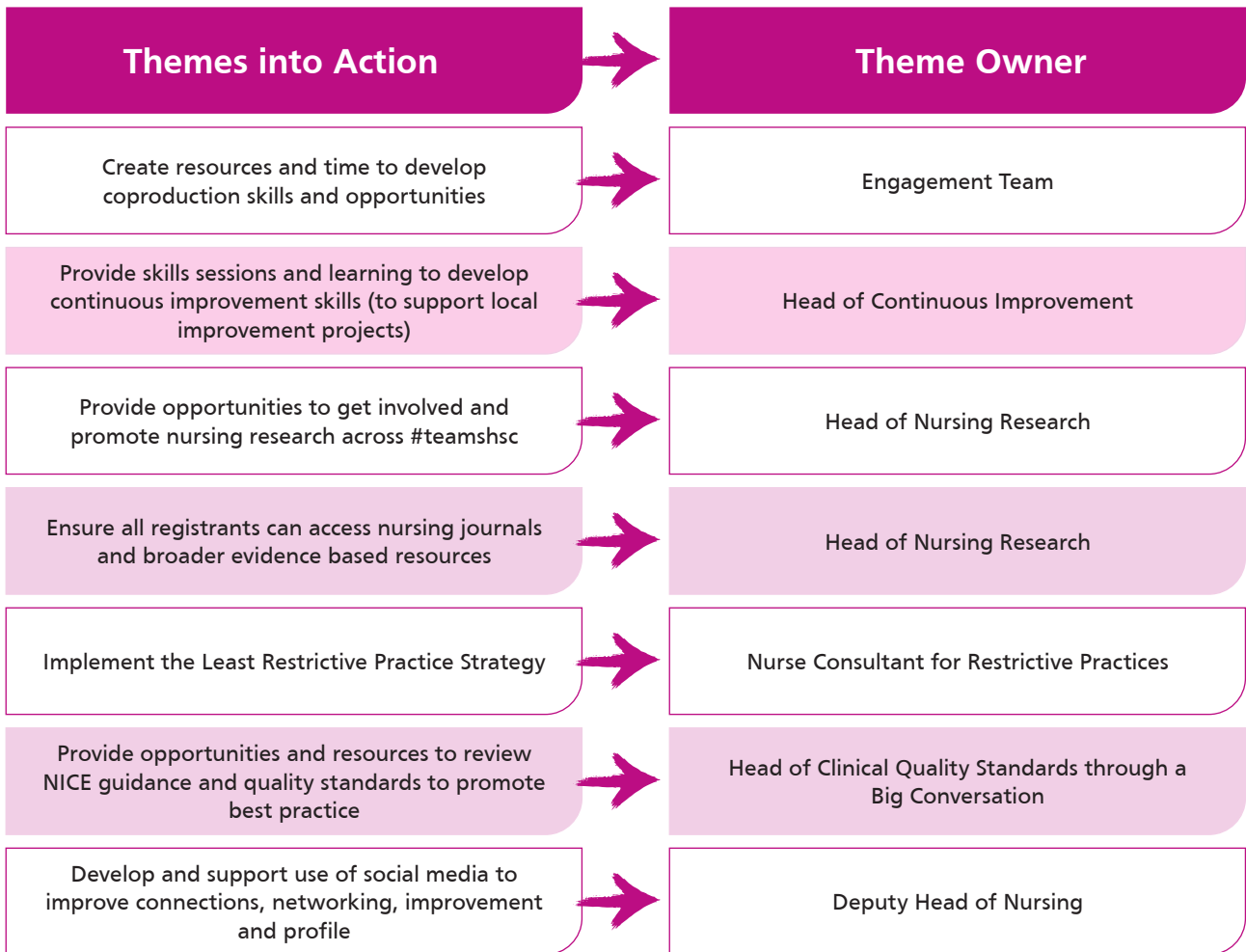
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Strategic Plan : Priority Two

Ensuring Person Centred Care through Continuous Improvement



Strategic Plan : Priority Three

Inspiring and supporting Professional Development across nursing roles and structures.



Themes into Action	Theme Owner
Grow and evolve a shared decision making Nursing Council inclusive of Nurses from across banding and specialties across the Organisation with rotating chairs	Senior Nursing Leaders
Develop and implement a nursing focussed clinical supervision model	Nursing Leadership Team through Nursing Council
Provide opportunities for reflective practice within clinical teams	Nursing Leadership Team through Nursing Council
Grow our PNA resources for restorative supervision	Deputy Head of Nursing
Develop nursing career pathways and opportunities across the organisation including rotational posts	Nursing Leadership Team through Nursing Council
Review the Care Certificate and additional training/development opportunities for support workers	Heads of Nursing with the learning and development team
Make senior nursing leaders accessible to support career conversations	Senior Nursing Leaders
Create a transparent, equitable and accessible CPD training fund	Director of Nursing, Director of Quality & Nurse Consultant lead
Deliver a clear #ProudtoNurse campaign	Nursing Leadership Team through Nursing Council
Develop and govern clear frameworks for nursing practice which includes (but may not be limited to): NMPs, ACPs, Nurse Consultants, Nursing Associates	Nursing Leadership Team through Nursing Council

3



Strategic Plan : Priority Four

Attract and Retain a diverse nursing workforce by being an employer of choice in the region.



Themes into Action	Theme Owner
Have a clear recruitment strategy including the use of incentives to attract nursing colleagues to SHSC	Director of Operations & Transformation aligned with the People Plan
Develop a dedicated external facing website for Professional Nursing in SHSC and replicate on Jarvis	Head of Nursing
Review the use of Eroster to ensure work life balance is prioritised alongside staffing requirements	Nursing Leadership Team
Review the rotation programme and improve accessibility	Heads of Nursing with Preceptorship Leads
Over recruit into RN vacancies	Director of Operations & Transformation aligned with the People Plan
Participate in national and local recruitment schemes to develop our Support Worker Workforce	Head of Nursing
Co-produce "Valuing our Bank Staff" programme	Director of Nursing & Quality
Ensure every team has a staff space and environment that is fit to work in	People Plan & Estates Team overseen by Director of Nursing, Professions and Operations
Recognise and celebrate good practice with local nursing awards	Director of Nursing & Quality
Review the diversity of teams and develop an inclusive nursing workforce plan that breaks cultural barriers to progression	Nursing Leadership Team through Nursing Council with People Plan
Utilise case management tools, benchmarking and audit outcomes to ensure capacity is understood to deliver high quality care across community services	Heads of Nursing with Operational Leaders
Investigate opportunities to 'grow our own' registrant nursing workforce	Director of Nursing, Professions and Operations



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