



Working together to deliver outstanding care

Nursing & Midwifery Strategy 2022 - 2025

Committed to excellence

Working together

Facing the future

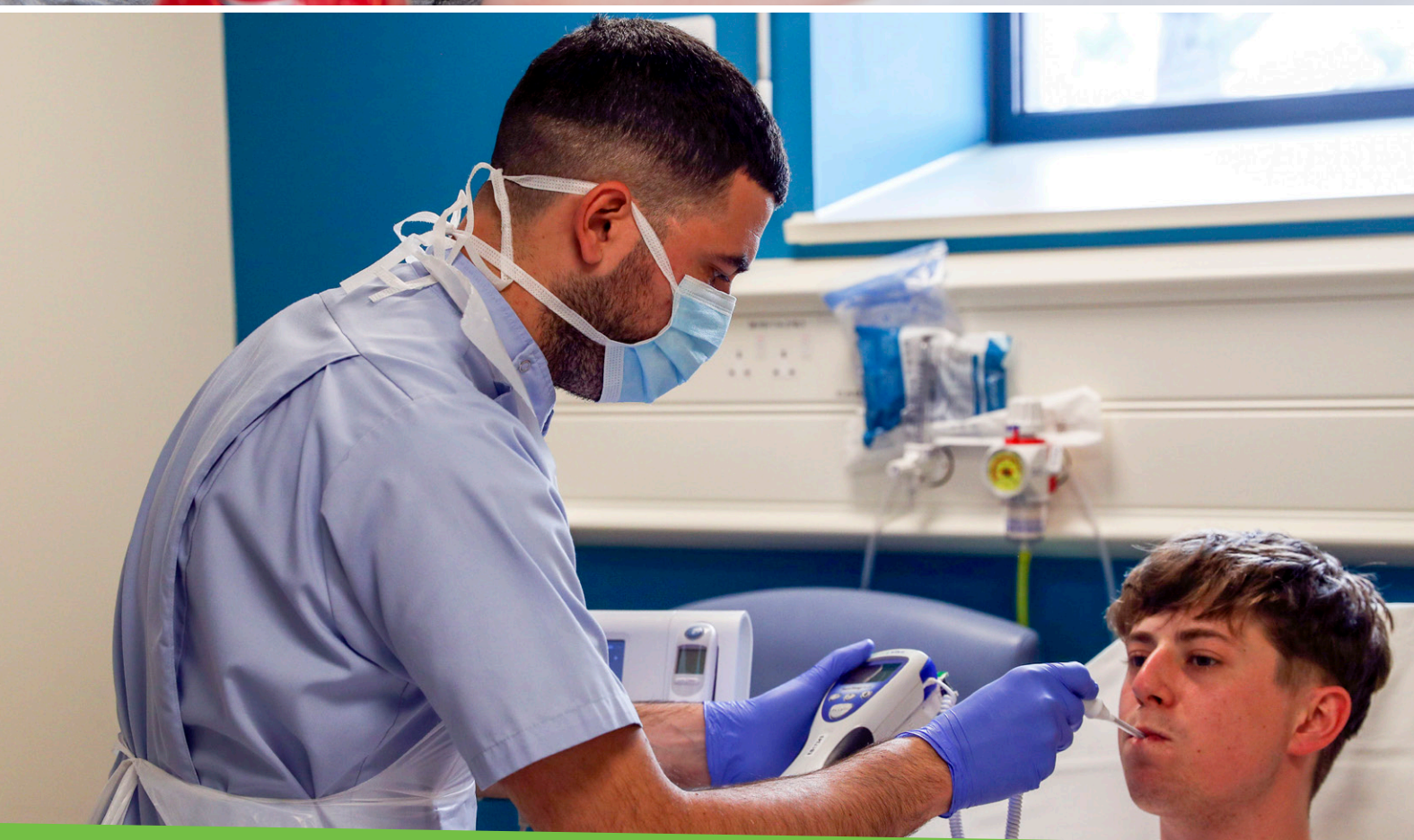


**Support
Develop
Achieve**

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Some photographs in this publication were taken before the requirement to wear face coverings in healthcare settings in 2020



Foreword

I am incredibly proud to introduce our Nursing & Midwifery Strategy. We are extremely lucky at Frimley Health NHS Foundation Trust to have such a talented and diverse nursing and midwifery workforce who are central to delivering the outcomes, care, and the patient experience that we are justifiably proud of - and we don't stop there. This strategy describes how we will continue to learn, improve, and strengthen our professional voice for the benefit of the communities we serve.


I would like to express my sincere gratitude and appreciation for the hard work, dedication and tenacity of our nursing, midwifery and care support colleagues in developing this three year strategy whilst continuing to respond to the challenges of the pandemic. We have come through the most challenging time in NHS history. With your engagement and vision, we have developed this strategy to take us into our future. We have identified six core ambitions that will enable us to achieve our vision to provide our patients and communities with evidence-based, outstanding care by highly skilled, well supported, and valued professionals across all care settings.

It is right that our staff are at the centre of our Strategy. We are fortunate to be able to “put our people first” and focus on the wellbeing of our workforce through our participation in the Magnet4Europe (M4E) programme, the aims of which are to understand the correlation between a well supported, valued workforce, and patient outcomes. As one of 14 UK Trusts participating in this Europe wide research programme, we are implementing shared governance to devolve decision making to a local level in order to transform nursing and midwifery wellbeing and professional practice at the point of care.

We are using our [Support, Develop, Achieve](#) (SDA) approach to achieve our ambitions, underpinned and supported by continuous improvement methodologies.

This strategy, and the ambitions identified, aim to actively strengthen and build upon our existing core foundations, and will enable a culture of professional accountability with demonstrable outcomes that directly contribute to delivering the Trust's overarching vision and ambitions. I am excited and privileged to continue to champion and support our professional workforce in this journey.




Lorna Wilkinson
Chief of Nursing
and Midwifery

Introduction

Our Future FHFT is our Trust's overarching five-year strategy covering the period 2020-2025. It sets out an exciting vision for health and care over the next decade and describes how our plans build on our ambitious vision to be "a leader in health and wellbeing delivering exceptional services for our local communities".



Our Nursing & Midwifery three-year (2022 – 2025) Strategy has been developed to be coterminous with Our Future FHFT which allows us to measure the impact of the nursing and midwifery contribution, supporting the Trust's overarching vision and ambitions.

This Strategy has been developed by our nursing and midwifery staff to describe how our professions will contribute to achieving the Trust's overarching vision and values.

Our Strategy is built on the recognition that:

- **S**upporting our staff ensures they feel valued and recognised.
- **D**evelopment of our staff builds a clinically excellent workforce, that can
- **A**chieve the Nursing & Midwifery ambitions and contribute to the Trust's overarching ambitions.

Our Future FHFT Vision

To be a leader in health and wellbeing, delivering exceptional services for our local communities

Values



Trust Strategic Ambitions



Six Nursing & Midwifery Ambitions



Our Vision

To provide our patients and communities with evidenced-based, outstanding care by highly skilled, well supported, valued professionals across all care settings.

The nursing and midwifery professions will be well respected, with a strong voice advocating for patients.

The professions and care staff will be appropriately supported by welfare and professional development programmes to enable them to deliver evidence-based care.

Nursing and midwifery practice will be aligned to, and will support the delivery of, the Trust's strategic vision, ambitions and values.

This strategy's ambitions will contribute to the financial stability of the Trust by ensuring services are effective and outcome driven.



Our Values

- Committed to excellence
- Working together
- Facing the future

All staff at Frimley Health NHS Foundation are expected to work to uphold the Trust’s values.

Alongside the identified ambitions, we believe that by developing our own framework for professional practice based on these values, our staff, patients and the wider communities that we serve will benefit from outstanding quality services and the best possible outcomes.

Our Ambitions

Our nursing and midwifery staff have agreed the following ambitions for delivering outstanding care for our patients and their families and carers:

- 1 Improving care outcomes & Fundamentals and Better Care (FAB)
- 2 Develop a framework for professional practice
- 3 Career development and pathways
- 4 Leadership
- 5 Celebrating success
- 6 Improve health, wellbeing and inclusion



Magnet4Europe

FHFT is one of 14 UK trusts taking part in the Magnet4Europe (M4E) programme alongside a number of hospitals across Europe. The programme is a research and development study designed to understand whether the M4E principles can be applied to European hospital systems to improve healthcare environment and workforce wellbeing.

The aim of the programme is to see whether hospitals see improvements against a range of standards following the redesign of clinical work environments promoting the health and wellbeing of health professionals and experience a reduction in staff turnover and improved patient satisfaction and outcomes.

Magnet® is the most esteemed accreditation globally awarded for care excellence. Nursing leaders are able to successfully align their nursing strategic goals to improve the organisation’s patient outcomes, providing a roadmap to nursing excellence, which benefits the whole of an organisation.

M4E interventions utilise the five components of the Magnet model.

- Transformational leadership
- Structural empowerment
- Exemplary professional practice
- New knowledge, innovation and improvements in practice
- Empirical quality results

Shared Governance

For nurses and clinicians, Magnet recognition means working in a culture of shared decision-making, education and development through every career stage and support for evidence-based practice, research and empowerment alongside utilisation of digital information and technology leading to greater autonomy at the bedside.

To enable this concept, champion roles are to be developed that will support shared governance councils to implement and deliver outcomes relating to our ambitions.

For patients, this means we will deliver excellence every day across all our services.

Strategy Framework: SDA

Through engagement and feedback, our staff have enabled us to establish a framework that describes core components that will shape our ambitions for Our Future FHFT (Nursing & Midwifery) underpinned by **S**upporting our staff, **D**eveloping our teams and leaders, enabling us to **A**chieve delivery of excellence every day across all of our services, as one Frimley Health.

Care outcomes & Fundamentals and Better Care (FAB)

- Ward accreditation
- Magnet4Europe Interventional workstreams
- Benchmarking interventions and empirical outcome measures

Framework for professional practice

- **S**upport, **D**evelop, **A**chieve approach underpins the nursing/ midwifery contribution
- Benchmarking outcomes
- Fundamentals of Better Care to advanced level/research
- Maximise digital opportunities, safety and quality measures

Career development & pathways

- Single point of support and information
- Professional opportunities
- Equity of access
- Support through coaching, education and training
- Clinical supervision

Leadership

- Compassionate
- Supportive & inclusive
- Learning with partners including military
- Coaching opportunities

Celebrating success

- Inclusive reward programme led by the professions
- Local and Trust wide nursing/midwifery specific programmes
- Link to national and regional agendas

Health, wellbeing & inclusion

- M4E shared governance - local decisions and staff empowerment
- To become business as usual - Trust commitment to staff
- Equality
- Integration (Internationally Educated Nurses [IENs] / Midwives [IEMs])
- Improve cultural understanding



Delivering our Ambitions

Support, Develop, Achieve Trust ambitions:

- Improving quality for patients
- Advancing our digital capability
- Transforming our services
- Collaborating with our partners

Ambition: Improving care outcomes & Fundamentals and Better Care (FAB)		
Aims: To improve: <ul style="list-style-type: none">Standards of care and patient outcomesPatient safetyQuality and overall patient experience		
Focus area	Descriptor	Outcome & performance measures (additional measures will be identified)
Improving care outcomes & Fundamentals and Better Care (FAB)	<ul style="list-style-type: none">Identify key improvement areas across the Trust using Quality Account /safety priorities (falls, pressure areas, learning from serious incidents, complaints, etc).FAB, quality walkarounds and organisational priorities, eg VTE, medication safety, CQC standard compliance measures, patient feedback, etc.Review template to ensure evidence is measurable and links to Trust priorities.Develop changes to practice, based on research findings and learning outcomes eg<ul style="list-style-type: none">Friends and family testSerious incident outcomesM4E interventions & national priorities.Discharge planning to provide seamless care throughout the patient's journey, and across community and ICS boundaries.<ul style="list-style-type: none">Ensuring engagement with patients and families or carers at the start of the journey and beyond.	<ul style="list-style-type: none">Patient safety measures (FAB)<ul style="list-style-type: none">Falls reductionPressure ulcersMissed sepsisManagement of deteriorating patientsImproved discharge planningPatient experience measures, complaints reduction in relation to discharge planning.Empirical outcome, instead of - timetable of implementation and improvement targets.Utilise reporting capabilities of Epic to assess overall compliance against empirical measures.
Ward accreditation programme	<ul style="list-style-type: none">Linked to reward and recognition programme.Review benchmarked data to identify areas of focus.Establish empirical outcome measures.Develop an accreditation programme for clinical areas applying the principles of shared governance.Implementation of a sustainable clinical accreditation system with clear systems to support improved patient outcomes.	<ul style="list-style-type: none">Achieve Patient Safety and FAB care indicators.Agree the principles for a ward accredited programme for FHFT utilising digital information and technology enabling triangulation of both data and narrative.Empirical outcomes – timeframe (related to FAB) eg reduction in complaints, sustained and improved reduction, FFT scores and Quality Account priorities.

Support, Develop, Achieve Trust ambitions:

- Improving quality for patients
- Advancing our digital capability
- Transforming our services
- Collaborating with our partners

Ambition: Improving care outcomes & Fundamentals and Better Care (FAB)		
Focus area	Descriptor	Outcome & performance measures (additional measures will be identified)
Achievement of CNST maternity safety actions	<p>Year four of the Maternity Incentive Scheme supports delivery of safer maternity care through an incentive element to Trust contributions to the CNST. Achieving all 10 safety actions will recover the element of their contribution to the CNST maternity incentive fund and will also receive a share of any unallocated funds.</p> <p>The safety actions areas set out by CNST are:</p> <ol style="list-style-type: none">Use the National Perinatal Mortality Review Tool (NPMRT) to review perinatal deaths.Submit data to the Maternity Services Data Set (MSDS).Avoid term admissions into neonatal units.Effective medical workforce planning.Effective midwifery workforce planning.Compliance with all four elements of the Saving Babies' Lives (SBL) care bundle.Gathering service user feedback, and coproduction of local maternity services through MVP.Local training plan to ensure that all six core modules of the Core Competency Framework will be included in your unit training programme.Board assurance on maternity and neonatal safety and quality issues.Report qualifying cases to Healthcare Safety Investigation Branch (HSIB) and to NHS Resolution's Early Notification (EN) scheme.	<ol style="list-style-type: none">Use of the National Perinatal Mortality Review Tool (NPMRT) to review perinatal deaths to the required standard.Submit data to the Maternity Services Data Set (MSDS) to the required standard.Demonstrate transitional care services to support the Avoiding of Term Admissions into Neonatal units Programme (ATAIN).Demonstrate an effective system of medical workforce planning to the required standard.Demonstrate an effective system of midwifery workforce planning to the required standard.Demonstrate compliance with all four elements of the Saving Babies' Lives (SBL) care bundle Version 2.Demonstrate a mechanism for gathering service user feedback, and that you work with service users through your MVP to coproduce local maternity services.Evidence that a local training plan is in place to ensure that all six core modules of the Core Competency Framework will be included in your unit training programme over the next three years, starting from the launch of MIS year 4.Demonstrate robust processes to provide assurance to the Board on maternity and neonatal safety and quality issues.Report 100% of qualifying cases to Healthcare Safety Investigation Branch (HSIB) and to NHS Resolution's Early Notification (EN) scheme. <p>Progress with the achievement of 10 CNST standards to be monitored through monthly meeting with all individual Safety Action Leads.</p>
Ockenden review and future national recommendations	<p>FHFT local review of the final Ockenden Report (March 2022). Immediate and essential actions undertaken. Benchmarked our position in relation to our compliance with the 15 recommendations - see 9 above.</p>	

Support, Develop, Achieve Trust ambitions:



Ambition: Develop a Framework for professional practice

Aims: Implement a structured Care Framework that embodies research, practice, and core fundamentals

Focus area	Descriptor	Outcome & performance measures (additional measures will be identified)
Link research with practice	<ul style="list-style-type: none"> Establish a representative task and finish group as part of shared governance. Ensure the framework for professional practice covers the scope of practice from fundamental to advanced care and links in all relevant objectives. Aligned to national CNO priority Making Research Matter. 	<ul style="list-style-type: none"> The development of a multi-professional practice forum to oversee the Strategy aims and objectives. The development of an action plan for development and implementation of the Strategy. The development of empirical outcomes and define performance measures with data available through Epic (My Impact Dashboard). Develop and agree the principles of a framework for professional practice. Set the timeframe for delivery. Launch the Framework for Professional Practice and embed into practice.
Balance approach to delivering care with clinical skill and judgement	<ul style="list-style-type: none"> Utilise national competencies and frameworks to underpin a framework for professional practice. Integrate practice standards into the delivery of care in order to enhance and underpin quality and safety. 	
Establish professional practice boundaries	<ul style="list-style-type: none"> Develop integrated approach to practice across all relevant professional groups (AHP Strategy) in order to provide high standards of seamless patient care across ICS boundaries. Explore new approaches to care pathways utilising innovative and continuous improvement methodology. 	
Maintain responsibility for own practice	<ul style="list-style-type: none"> Individuals' accountability, capability and competence to be factored into the development of a framework for professional practice at both fundamental and advanced levels. Links to leadership and relevant competencies. 	

Support, Develop, Achieve Trust ambitions:



Ambition: Career development & pathways

Aims: • Easily accessible career support and guidance
• Recognition of the value of shared partnership learning

Focus area	Descriptor	Outcome & performance measures (additional measures will be identified)
Clinical supervision	<ul style="list-style-type: none"> Develop a clinical supervision framework across FHFT building on national guidance for nurse and midwifery advocacy in collaboration with organisational emotional wellbeing team. Maintain and continue to develop, registry of professional nursing and midwifery advocates. Accessibility of clinical supervision and routes of access. Development of an advocacy/supervisory repository of skills within the organisation. 	<ul style="list-style-type: none"> Establish a timeframe for delivery Conduct a satisfaction survey All B7 and above to complete fundamental training relating to clinical supervision as part of compassionate leadership. Establish a number of secondment opportunities with both internal and partner organisations eg NHSE, tertiary centres, military, etc) Undertake as part of year 2 and 3 strategy objectives.
Career development and advice	<ul style="list-style-type: none"> Establish a single point of contact for career development advice and support. Development of pathways on a page (POP) for Bands 2 – 8 (POP guidance sheets) Refresh the POP guidance to ensure ongoing and up to date. 	
Workforce development	<ul style="list-style-type: none"> Develop a framework for workforce development focused on clinical skills and care delivery in collaboration with partners. Develop mentorship and coaching opportunities. Develop opportunities for internal and external secondments as part of a talent spotting programme to develop and retain experienced nursing and midwifery professionals. Develop a strategy for succession planning. Explore opportunities within Research and Development. Develop a consultant nurse, advanced practice skills repository to identify key areas of expertise, leadership and competency. We will review the nurse specialist structure to ensure all patient groups are appropriately supported, eg Specialist Stroke Nurse role to be considered alongside further opportunities across the ICS. 	

Support, **D**evelop, **A**chieve Trust ambitions:

- Supporting our people
- Improving quality for patients
- Advancing our digital capability
- Transforming our services
- Collaborating with our partners
- Making our money work

Ambition: Leadership

- Aims:**
- Impact and influence of demonstrable compassionate leadership
 - Engagement and contribution of all shared governance and decision making
 - Staffing: Role modelling and reduction in turnover (moving us towards NHS Long Term Plan priority of 5% vacancy rate)

Focus area	Descriptor	Outcome & performance measures (additional measures will be identified)
Compassionate leadership	<p>Develop a leadership programme for all levels of nursing and midwifery focusing on developing compassionate leadership skills incorporating core principles and consideration of human factors and creating a culture of professional accountability.</p> <ul style="list-style-type: none">• Review nurse In Charge competencies to ensure they are aligned with the principles of compassionate leadership.• Link into Clinical Education and Learning and Development to ensure core compassionate themes are applied to all training frameworks inclusive of preceptorship and professional induction.• Visible and accessible compassionate leadership to be role modelled across the professions.• Develop opportunities and access to coaching resources to aid leadership succession planning and career trajectories.• Develop a senior nursing and midwifery leadership repository of skills relevant to coaching, support, mentorship, and reverse mentoring for senior nursing and midwifery staff for their own development and feedback.	<ul style="list-style-type: none">• Identify and put into place resources and action plans.• Core principles of human factors.• Establish scope of review programme.• Establish a dedicated nursing and midwifery R&R plan timeframe for development and roll out, (consider staging of deadlines).• Collaborative working with key stakeholders.• Total number of staff in repository.• Total number of courses including leadership elements.• Total number of nurse/midwives with In Charge competency.• Skill sets to be logged on Healthroster.

Ambition: Leadership

- Aims:**
- Impact and influence of demonstrable compassionate leadership
 - Engagement and contribution of all in regards to shared governance and decision making
 - Staffing: Role modelling and reduction in turnover

Focus area	Descriptor	Outcome & performance measures (additional measures will be identified)
Recruitment & retention (R&R) programme	<ul style="list-style-type: none">• Establish workforce review programme.• Explore opportunities with ICS partners to create new and innovative roles, eg apprenticeships, associates practitioners.• Collaborative working with Clinical Education/ Practice Development to ensure appropriate learning environment and supportive infrastructure.• Work with military partners to explore professional opportunities for registered professionals (serving and veterans) as part of resettlement programme.• Working in partnership with HR, develop a nursing and midwifery specific R&R plan in line with the NHSE international recruitment guidance.• Include strategies to promote that FHFT is a leading employer.	<ul style="list-style-type: none">• Rate of staff turnover.• Number of staff vacancies.• Number of staff in IEN/IEM pipeline.• Safer Care compliance (FAB ward accreditation).• Completion of an annual planner for next three years to enable ongoing trajectory of workforce.
Staffing, Safe Care	<ul style="list-style-type: none">• Professional ownership of ward modelling and annual workforce review process to meet acuity and dependency requirements.• Evidence of embedded practice and utilisation of Safe Care staffing tools to monitor compliance and professional judgement in regards to maintaining safe staffing.	



Support, **D**evelop, **A**chieve Trust ambitions:

Supporting our people

Transforming our services

Improving quality for patients

Collaborating with our partners

Ambition: Celebrating Success		
Aims: Acknowledgement of value and contribution given by professions and care support staff		
Focus area	Descriptor	Outcome & performance measures (additional measures will be identified)
Profession specific recognition programme	<ul style="list-style-type: none">Establish a task and finish group to identify existing reward and recognition programmes and potential suitability for FHFT recognition and professional contribution to nursing, midwifery and care support (in addition to the current ViP programme).Consideration to be given to establishing own FHFT recognition reward alongside other existing schemes with defined criteria.Consider acknowledgement of recognition for nominees, certificate, letter, badge, access to further development - to be agreed.Consideration for recipient nomination and recognition to be aligned to the Professional Leadership Shared Council.	<ul style="list-style-type: none">Establish criteria for celebrating success schemes and programmes (eg access to secondment opportunities per directorate team and individual recognition).Establish and agree a timeframe for delivery.Recognition of nurses and midwives who attain regional and national recognition and award.Professional groups being recognised by the organisation for achievement that support delivery of the Trust strategic ambitions.As part of ward accreditation programme, possible criteria to include complaints and patient experience. This could be achieved by utilisation of the current complaints tracker and accreditation dashboard, which would need to be devised.
Innovation, research & development	<ul style="list-style-type: none">Explore opportunities (external and internal) to promote N&M contribution and leadership to practice transformation and research impacting on patient care.	
Patient experience/ engagement	<ul style="list-style-type: none">Utilise patient feedback, PALS, Friends and Family surveys and the national patient survey to identify areas of significant contribution to patient care and outcomes across all care settings.	

Support, **D**evelop, **A**chieve Trust ambitions:

Supporting our people

Transforming our services

Improving quality for patients

Collaborating with our partners

Advancing our digital capability

Ambition: Improve health, wellbeing & inclusion		
Aims: <ul style="list-style-type: none">Link to compassionate leadership workstreamIntegrate Trust Values into team health and wellbeing.Facing the Future – engagement in developing the Expression of Interest for new hospital		
Focus area	Descriptor	Outcome & performance measures (additional measures will be identified)
Shared Governance	<ul style="list-style-type: none">Establish a shared governance framework in line with the M4E principles.Implement M4E Shared Governance and Nurse, Midwife Council model.Clear engagement criteria to ensure inclusive opportunities for staff to undertake a remit within a Governance Council.Clear lines of reporting, assurance and governance.Contribute to the financial stability of the Trust by ensuring services are effective and outcome driven.	<ul style="list-style-type: none">Number of developed councils.Agree criteria for Shared Councils remit and responsibilities.
Wellbeing and support <ul style="list-style-type: none">Integration, develop culture and appreciation.Commitment to staffEnvironment	<ul style="list-style-type: none">Create culture where professional staff feel safe, valued and cared for in order to achieve maximum efficiency and potential.Retention and development of existing staff valuing acquired skills and expertise and encouraging opportunities encompassed by a framework for professional practice (FAB to advanced).Develop a standardised welcoming induction process that frames a culture of compassion, value and worth that sets the scene for a career pathway at FHFT, in collaboration with relevant partners.Professional voice and representation at Environment/Capital Planning meeting to ensure that surroundings are appropriate for patients and staff, and meet the needs of a diverse population.Work with Chief Nursing Informatics Officer to identify improvement benefits using technology and innovation to provide the latest treatments and connected care for our patients.	<ul style="list-style-type: none">A standardised approach to induction including welcome packs, documentation, job descriptions and advertisements.Releasing time to care through the use of digital technology by utilisation of the Nursing Efficiency Assessment Tool and System Usability Scores.

Strategy Summary

Our strategy outlines a stretching and ambitious three-year plan which will positively contribute to the vision and ambitions of Our Future FHFT strategy.

Working alongside our ICS and military partners, we will work to transform our ways of working to provide our patients with excellent outcomes, and embed a culture of excellence and continuous improvement. Our Nursing & Midwifery Strategy, provides the framework under which we will work to address the challenges of the healthcare environment we operate in.

Utilising our values and the Support, Develop, Achieve approach, our strategy describes the actions we will take to deliver against our six ambitions whilst recognising the outstanding contribution that our patient facing staff have made during the response and recovery phases of the pandemic.



