Caring with pride

Colchester Hospital University NHS Foundation Trust

Nursing & Midwifery Strategy

2015-2018
Foreword

Caring with Pride is our three-year Nursing & Midwifery Strategy for Colchester Hospital University NHS Foundation Trust.

To be a nurse, midwife or member of the care staff is an extraordinary role. In writing this strategy there has been wide consultation, and this document reflects what is important to the people who use our services and to the staff who deliver them.

Our strategy is an opportunity for us to reflect on our current position and future direction; it builds on the ways in which we are all committed to achieve focussed quality patient care that is safe, effective and efficient.

This is an exciting and challenging time to be part of the caring professions. We all play an essential role in contributing to the patient’s journey and are central to the services we offer. This strategy builds on the ways in which we have worked with commitment, passion and pride to improve the care we deliver to patients.

I believe it is essential and our duty to continue to focus on sustaining and improving standards of practice. People have the right to expect safe, effective, efficient care that is responsive to their needs by staff who have the fundamental principles of being caring.

I am pleased to endorse this strategy and look forward to seeing the impact on outcomes for your patients and your own job satisfaction.

Barbara Stuttle CBE
Director of Nursing and Quality

Barbara has a nursing background spanning over 43 years working in the acute sector, community and primary care services. She was awarded the Commander of the British Empire (CBE) by The Queen in October 2004 for her services to the NHS.

Many thanks to all of the staff pictured in this document.
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This strategy is based on the fundamental human need to be looked after with care and compassion by professionals who are competent and communicate well. To be looked after by someone with the courage to make changes to improve people’s health and care, with the commitment to deliver this all day, every day. These principles were articulated in the Chief Nursing Officer’s strategy launched in 2012 (Compassion in Practice: Nursing, Midwifery and Care Staff, Our Vision and Strategy). It has six areas of action:

- helping people to stay independent, maximising well-being and improving health outcomes
- working with people to provide a positive experience of care
- delivering high quality care and measuring the impact of care
- building and strengthening leadership
- ensuring we have the right staff, with the right skills, in the right place
- supporting positive staff experience.

You can read more here: www.england.nhs.uk/nursingvision

At Our Best is a model that sets the behaviour standards and values we want all of us to demonstrate in all of our interactions with patients. The culture of our Trust has a huge impact on the engagement and performance of staff and the quality of care we provide to our patients. Over 500 members of staff were involved in creating the standards – caring, communication, consistency – with their underlying actions. During 2014, these were refreshed using the results of the Engaging into Action survey which more than 1,000 staff contributed to.

You can read more here: www.colchesterhospital.nhs.uk/at_our_best.shtml

Our regulatory body, the Nursing and Midwifery Council (NMC), produced The Code – professional standards of practice and behaviour for nurses and midwives. It sets out how as a professional body we commit to uphold the standards within the code:

- prioritise people
- preserve safety
- practise effectively
- promote professionalism and trust.

The Code is central in the revalidation process as a focus for professional reflection and should be seen as a way of reinforcing our professionalism.

You can read more here: www.nmc.org.uk/standards/code

The Care Quality Commission describes its approach to regulating, inspecting and rating a hospital by asking five key questions:

- are they safe?
- are they caring?
- are they responsive to people’s needs?
- are they effective?
- are they well led?

These five themes are expanded on the following pages.
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Safety
How do we know we are providing safe care and what can we do to make our hospitals even safer for our patients, our colleagues and ourselves?

Many of us focus on improvement for our patients every day. It’s about doing the right thing, for the right patient, at the right time, in the right place, every time.

Caring with Pride is our strategy that is intended to help collectively focus on those things we know are important to both the patient and us. Working together to reduce mortality and harm, through clinical involvement to provide the best possible care for our patients.

To achieve this, we commit to:
- Increased training in critical illness recognition and management including the management of sepsis.
- Robust escalation processes / protocols.
- Empowering staff to generate an open, receptive culture around the deteriorating patient.
- Increased compliance with observations and recording of both National and Midwifery Early Warning Scores.
- Implementation of medicines management work program.
- Reduce falls and pressure ulcers.
- Effective communication using the SBAR tool.
- Robust safety processes for the patients going to theatre or having diagnostic procedures.
- Improve record keeping and redesign where necessary.
- Have correct nursing establishments with skill mix and rosters that reflects the requirement of the ward or service. This is achieved by having eight week rosters with a six month staffing review. In addition, have a clear robust process of reviewing daily staffing levels that enable us to act immediately.
- Promote infection control initiatives and reduce patient hospital-acquired infections.
- To have robust mentorship and embed clinical supervision.
- To be 100% compliant with mandatory training.
with pride
Caring

How do we know we are caring?

Caring is fundamental in the work we do. The NHS Constitution establishes the principles and values of the NHS and the responsibilities of the public, patients and staff. It commits to provide high quality care that is safe, effective and focused on patient experience. It says patients have the right to be treated by appropriately qualified and experienced staff that are compassionate. This is central to the care we provide and we must respond with humanity and kindness to each person’s pain, distress, anxiety or need.

We care in many ways; a smile, a laugh, a hand held when needed, a shoulder to cry on or an arm to steady; we care by listening to people’s needs and respect the decisions they make.

To achieve this, we commit to:

- Being courteous to one another and give thanks where due.
- Continue to promote the values and behavioural standards set out in the ‘At Our Best’ model.
- Involve patients, carers and expectant mothers in planning the care they receive.
- Achieve 100% same-sex accommodation.
- Ensure that patients have adequate food, fluids and support with feeding and that we maintain accurate food and fluid charts.
- For all staff to have sufficient knowledge and experience to enable effective decision making on behalf of adults who may lack capacity to make decisions on their own behalf. This is accomplished by good understanding and use of the Deprivation of Liberty Safeguards (DOLS) and the Mental Capacity Act (MCA).
- Use patient stories and feedback to monitor and improve our care.
- To have a forum to learn from complaints and incidents.
- Make time to care.
Effective
How do we know we are effective and what can we do to be more effective?

To be effective, we need care that is research-based and benchmarked to best practice. This requires it to be measured in order for improvement to be identified, delivered and sustained.

To achieve this, we commit to:
- Support and engage in the peer service review process that encourages and supports improvement.
- Encourage all staff to complete the NHS staff survey.
- Act on staff and patient feedback.
- Contribute to a robust process of answering complaints and completing investigations and disseminating lessons learnt in agreed time frames.
- Understand, contribute and action key performance indicator findings.
- Have a clear professional career progression from health care assistants to advanced practitioners.
- Have an effective appraisal process that encourages growth and development.
- Develop a robust revalidation process for all registered nurses and midwives.
- Develop research projects and innovative practice that can be shared locally, regionally, nationally and internationally.
- Midwives will empower women to remain independent, active partners in their maternity care.
Leadership
How do we know we are well led and how can we improve our leadership at every level?

Leadership skills are essential in all areas of care and therefore it is vital that it is the responsibility of all of us to lead well. To create a “centre of excellence” we require leaders who possess certain behavioural qualities:

- vision
- commitment to excellence
- ability to motivate
- lead others to a higher level of achievement.

Transformational leadership occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality, creating a collective purpose and commit to personal and professional growth.

To achieve this, we commit to:

- Empower all.
- Act always in accordance to the standards set within The Code and within organisational values, both at work and in the community.
- Set clear professional standards of care.
- Adhere to uniform policy.
- Be role models.
- Promote and develop the Trust to be the best and to be a “centre of excellence” for nurses and midwives to work.
- Have effective, inclusive leadership walkarounds.
- Support an environment where clinical excellence can flourish.
- Develop clear succession planning.
- Develop a training programme for ward sisters, midwives and their deputies that incorporate and utilise new and recognised leadership methodologies.
- Use recognised change methodologies to empower staff to improve care.
- Ensure robust governance.
- Contribute to the development of a service user and carer experience strategy.
- Value each other and understand each other’s roles.
- Communicate the vision and cascade information to all.
People’s needs

How do we know we are responsive to people’s needs and how can we improve?

Patients tell us they care about their experience of care as much as clinical effectiveness and safety. They want to feel informed, supported and listened to. They want to be treated as a person, not a number and they value efficient processes.

When a person reflects on their contact with a nurse, midwife or care-giver, they think about other issues as well: for example, the environment they received care in, whether they were treated kindly and with respect. The people who we care for are our partners in care and our practice must reflect that.

To achieve this, we commit to:

- Encourage and promote the NHS Friends and Family test.
- Communicate in a professional way.
- Benchmark with other leading organisations and develop/embed the enhanced recovery program.
- To work with other organisations and providers to enable clear discharge planning.
- Have a robust process of answering complaints in the agreed time frames and share the learning.
- Treat people as individuals and treat them as you would want to be treated.
- Embed clinical supervision.
- Learn and plan from patient experience initiatives.
If you would like to receive further copies of this strategy, please contact one of the matrons:
www.colchesterhospital.nhs.uk/matron_structure.shtml

Or contact the Director of Nursing and Quality
01206 742842
barbara.stuttle@colchesterhospital.nhs.uk