



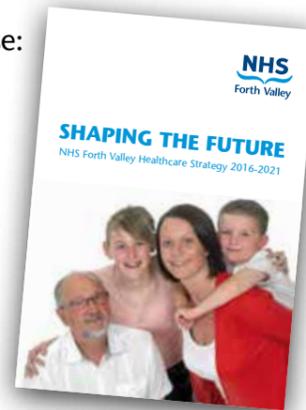
“We Care” Nursing & Midwifery Strategy

2016-2019

Vision

Nurses and midwives in NHS Forth Valley are facing the future with a firm promise:

- **To be** better every day at promoting caring, safe and respectful care.
- **To be** recognised nationally for our culture of caring that is driving excellence in practice and the development of registered and unregistered nurses and midwives to be at the forefront of improvement, education and professionalism.
- **To be** part of the NHS Forth Valley and wider integration health and social care system delivering our Shaping the Future Healthcare Strategy and achieving the 2020 vision.



Developing the Strategy

This strategy has been developed by engaging with and listening to nurses, midwives, operating department practitioners and health care support workers across NHS Forth Valley during 2016. This “shared” development has been reflected in its design, content and approach to delivery using a “Pledge” as a way of connecting with individuals, teams and across wider services.

The request from Stakeholders was to have a user friendly, concise document that each and every nurse and midwife could use in their day to day delivery of care to patients as well as in the teaching of nurses and midwives.

Introduction

The strategy builds on our strong nursing and midwifery foundations and continues to focus on what matters most to our patients, families, staff and colleagues.

We know that high quality safe, effective and person centred care that is delivered with respect, dignity and kindness is what matters to patients, families and our staff.

We have endeavoured to achieve this by having an unrelenting focus on fundamental care and practice steeped in traditional values whilst advancing the art and science of nursing and midwifery.

We live and work in changing, challenging and complex times and nurses and midwives in NHS Forth Valley will continue to lead, adopt and develop their practice looking for innovations, new ways of working and developing skills and roles to deliver our Healthcare Strategy and wider health and social care vision.

Over the last 3 years there has been many achievements that have been locally and nationally recognised and celebrated:

- Staff Awards where a large number of teams and indeed individual nurses have been nominated and won awards both in Forth Valley and nationally
- Poster presentations with winners at the annual NHS event
- National Mental Health Award
- National Learning Disability Awards
- Positive external reviews
- Scottish Health Award 2016 scooped 4 top awards in midwifery, prison service, mental health and student nurse
- Nursing Times finalists in the Care of the Older People category

Professional Practice Model

The Professional practice model simply reminds us at glance about systems, processes and developments and the way we support nurses, midwives and healthcare support workers to enable them to care with compassion and confidence and to develop the skills they need.

At the heart of this approach are the organisational values: committed team

member, ambitious, supportive, person centred, respectful. Guided by the Nursing and Midwifery Council (NMC) Code (2015) so we in Forth Valley can be clear that our focus and attention is on what matters most to our patients, families and carers. The values support the range of local and external objectives and priorities within our Local Delivery Plan.

Figure 1:

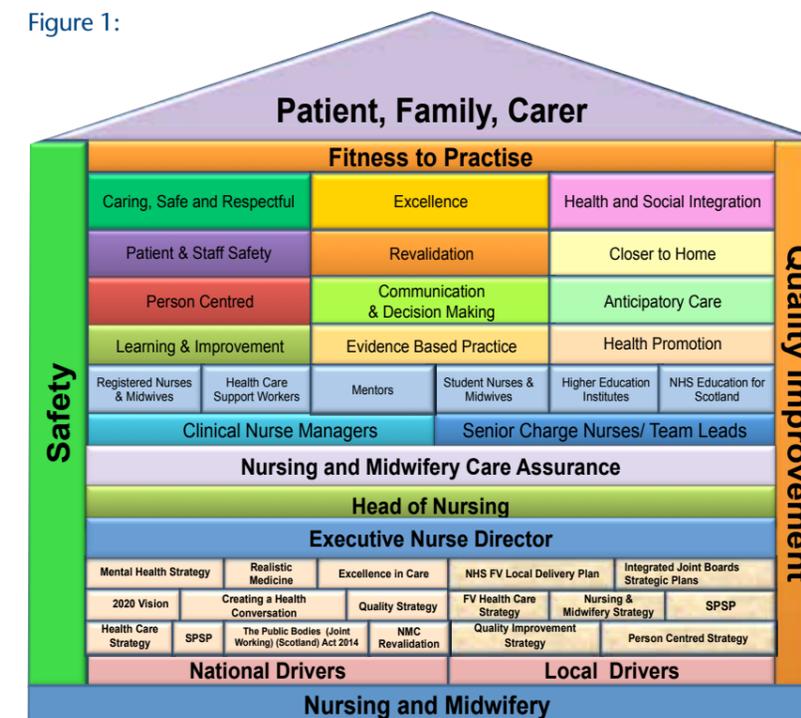


Figure 2:

Professional Practice Model to support staff:

- Nursing and Midwifery Strategy
- Assuring Better Care
- Revalidation
- Advanced Practice
- Practice Development
- Clinical Skills
- Education and Training
- Mentorship
- Workforce Planning
- Upholding the NMC Code
- Fair, visible, credible leaders at all levels

Drivers which influence and challenge us on how "We Care"

Local



National



Continuous Improvement

The nursing and midwifery contribution to quality improvement can be frequently seen in the various reports following scrutiny inspections. We are committed to learning and improvement. Here are some examples of quality improvement.

Figure 1 – sustained reduction in hospital acquired pressure injury

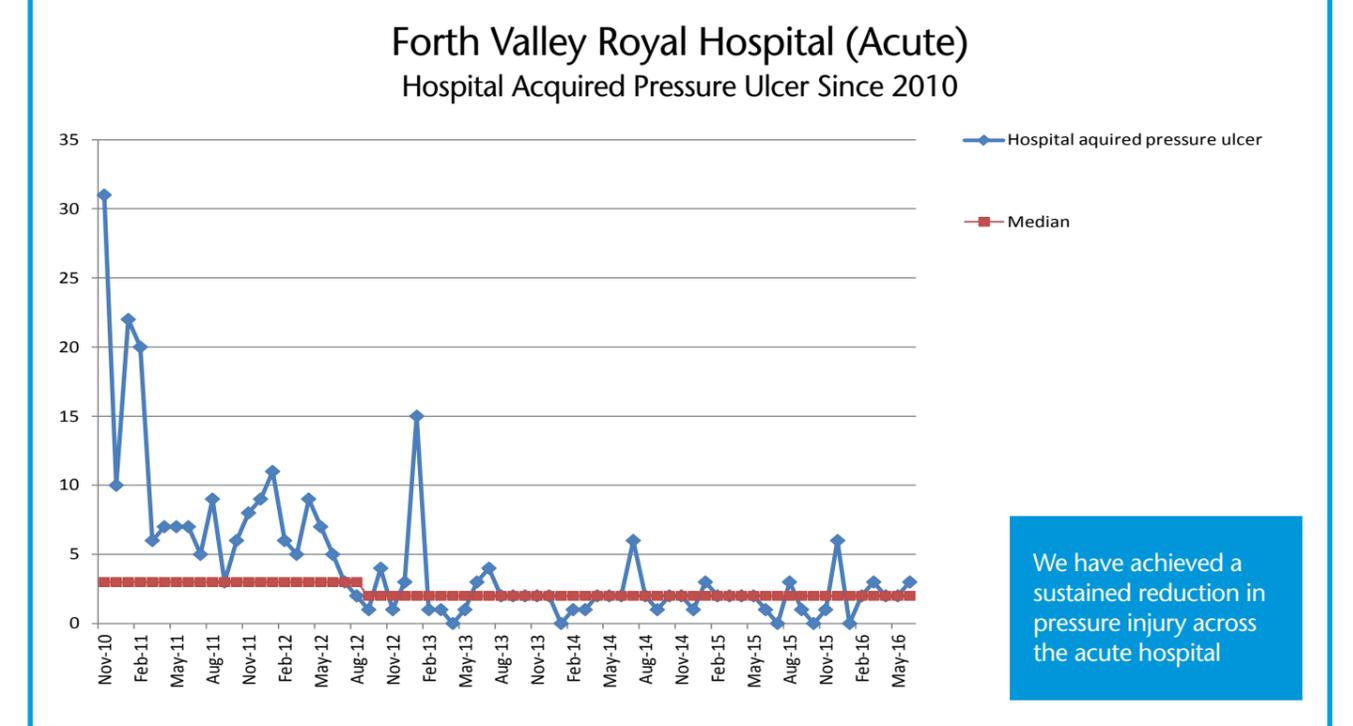
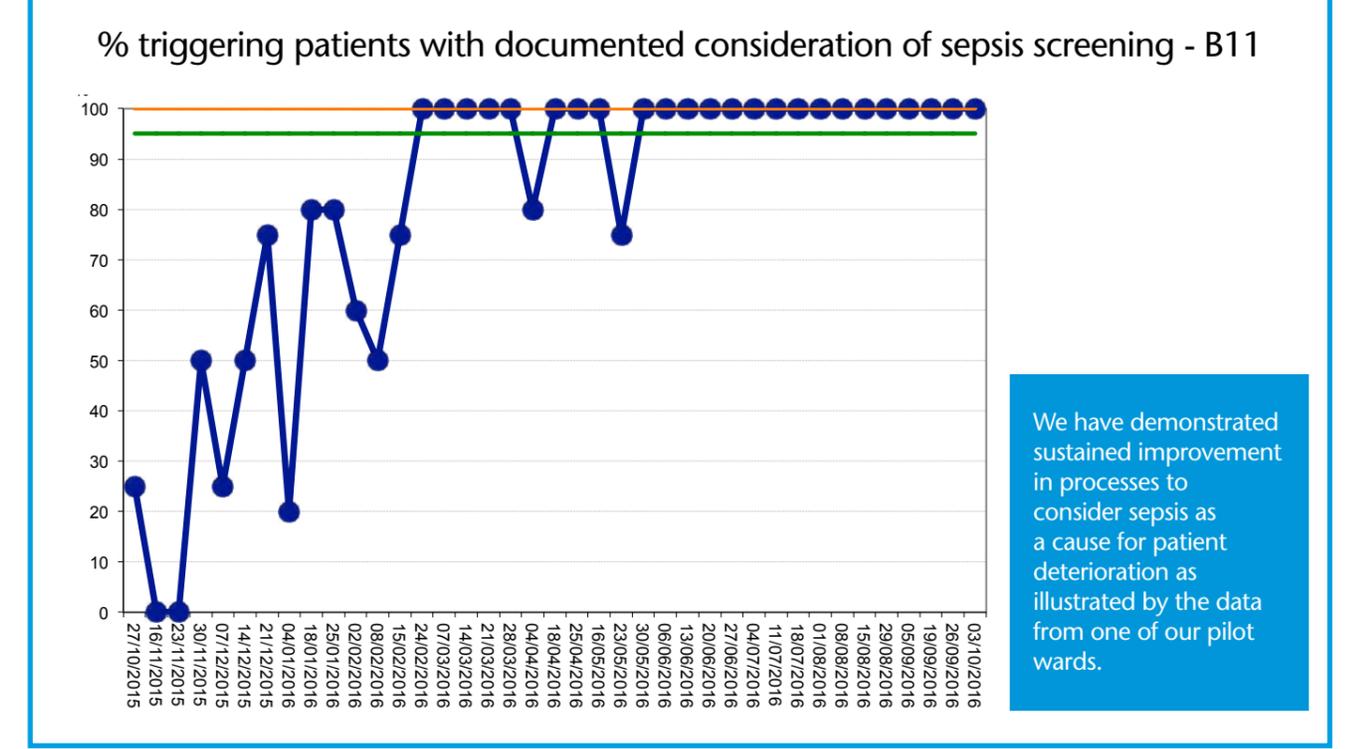
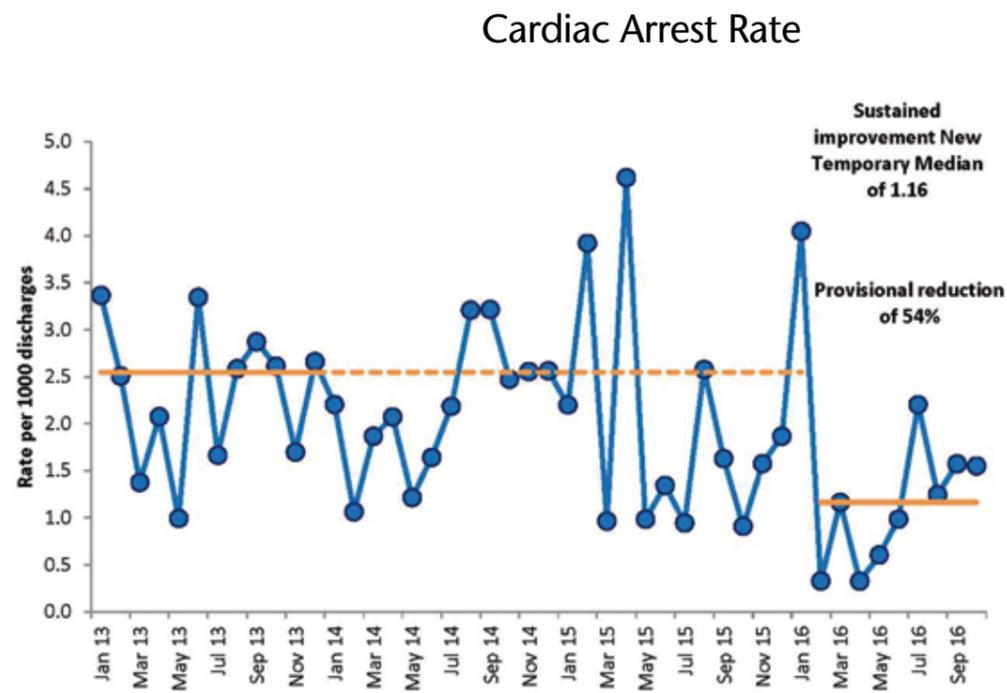


Figure 2 – sustained improvement of sepsis screening



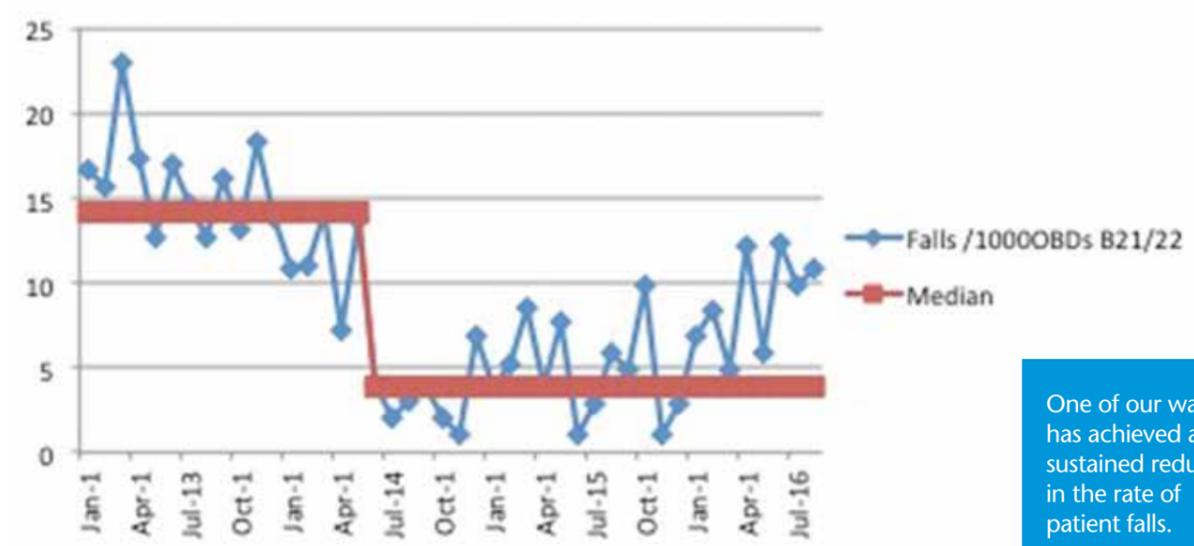
Continuous Improvement

Figure 3 – sustained reduction in cardiac arrest in Forth Valley Royal Hospital



We have achieved a 54% reduction in the cardiac arrest rate in our acute hospital.

Figure 4 – Falls Rate Ward B21/22



One of our wards has achieved a sustained reduction in the rate of patient falls.

Demonstrating Every Day that "We Care"

Camelon Medical Practice District Nursing Team



It is with much pleasure that I nominate the District Nurses of Camelon Medical Practice. My wife and I have had the services of the District Nurses over a number of years both after surgery and during other occasions. We have been most appreciative of their care.

Tricia Young, Staff Nurse, Additional Support Needs, School Nursing Service, Camelon Clinic

Tricia is the most empathetic, efficient, understanding and dedicated nurse I have ever worked with. She has a huge caseload of children with a wide variety of mental and physical disabilities. These children are able to attend schools within the Falkirk area mainly due to the support she gives directly to the schools, the parent/carers and the child.



Day Medicine, Forth Valley Royal Hospital



Have been going to Day Medicine for 6 years. All the nurses and staff have excelled themselves, so kind and helpful, can't do enough for your comfort.

Mental Health Nurses, Kersiebank and Bannockburn GP Practices



Mental Health Nurses at Kersiebank and Bannockburn GP Practices were named as the winners of the Care for Mental Health Award.



Community Learning Disability Nurses

Two Community Learning Disability Nurses won in the 2014 Scottish Learning Disability Nursing Network Awards for Good Practice in Learning Disability Nursing 2013 for their work supporting the Forth Valley User Information Group.

Caring Pledges from Strong Foundations

Facing the Future and Scotland's Health and Social Care 2020 Vision set out the need for transformational change to services that will need to rise to the challenges that an integrated Health and Social Care system and Joint Board faces. There a particular focus on prevention, anticipatory care and self management and working in partnership to deliver care and services in a radically different way. Nurses and midwives are well placed to lead, support and inform this transformation and it is essential that continuing to develop leadership at all levels for today and tomorrow is a key principle within this strategy.



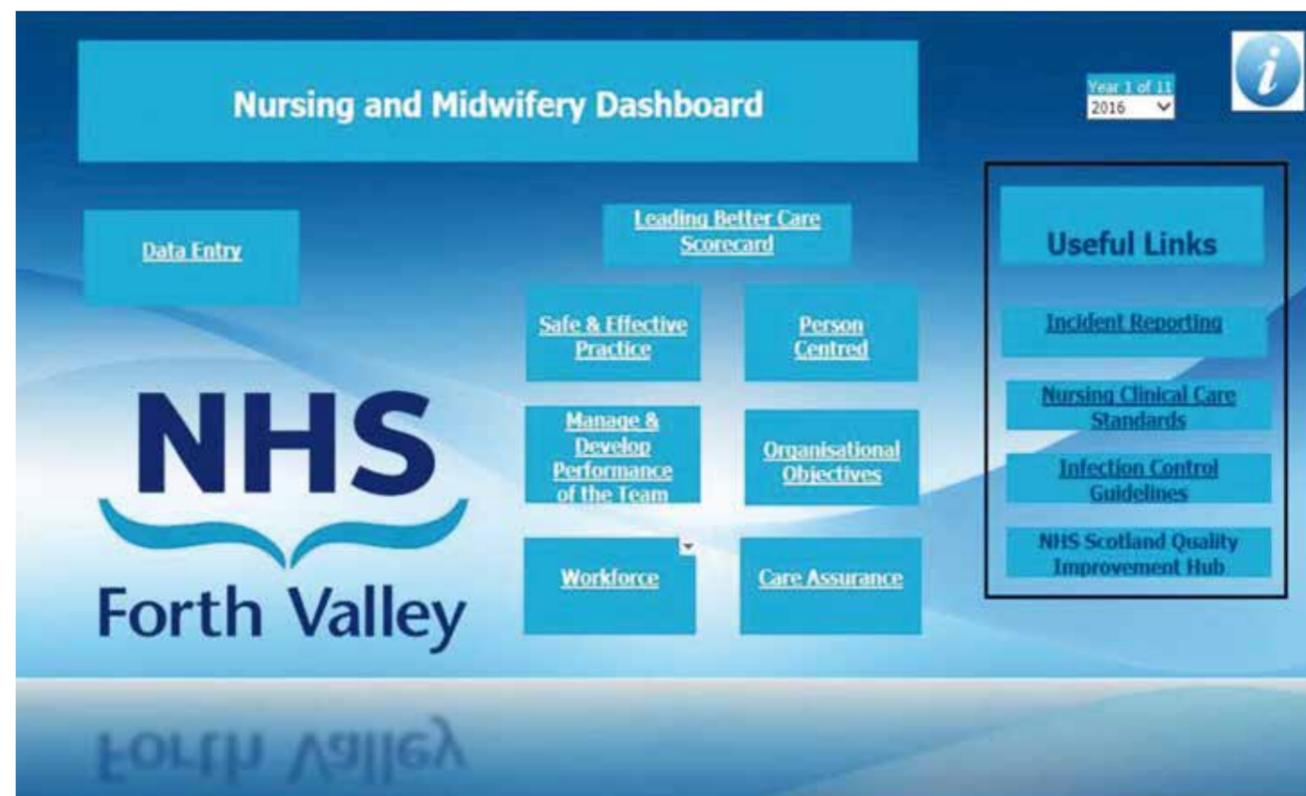
One thing does however remain a constant in the past, present and future is the need to focus on and continue to provide the most fundamental care. Therefore we will have our Assuring Better Care nursing and midwifery improvement and care assurance system at the heart of the number of pledges that form our strategy.

NHS Forth Valley is committed to influencing and delivering the Chief Nursing Officer's (Scotland) aims regarding the delivering excellence in care approach, and developing a 2030 vision for nursing in NHS Scotland. There is an ongoing pledge to support nurses and midwives in delivering care and high quality professional practice.

Assuring Better Care, developed by NHS Forth Valley, is a dedicated and unique system designed to both improve and drive excellence in care and practice across the Senior Charge Nurse and Community Team Leader performance improvement Balanced Score Card.

The four domains of the Balanced Score Card are:

- Safe and Effective Practice
- Manage and Develop Performance of the Team
- Improve Patient and Staff Experience
- Contribute to the Organisational Objectives



Caring Pledges from Strong Foundations

It is important to understand the quality of the fundamental care nurses and midwives provide to patients whilst supporting clinical staff to deliver high quality person centred care and to drive continuous quality improvement.

By means of an unannounced visit on a regular basis, visibility of the Head of Nursing provides assurance by assessing against standards of care and professional practice. This is fed back immediately to staff identifying good practice as well as areas for improvement.

From both internal and external reports we know that the fundamental aspects on the improved care journey and nursing impact are making a difference. We will build on this and are committed to making a difference for our patients in our care together with their families and carers.

NHS Forth Valley has had in place a Professional Practice model since early 2004. The elements and areas are focused to support, nurture, develop and advance the skills of the professions. This simply means that in order to ensure that the highest quality of care and standards are delivered, the systems and

processes we have in place support staff who are caring, compassionate and safe.

As part of developing the roles, advanced nurse practice is well embedded in NHS Forth Valley. NHS Forth Valley is committed to further developing the role to be an integral part of our healthcare system as we move to the future.

Taking effect from April 2016 **REVALIDATION** is the new process that all nurses and midwives need to follow to maintain their registration with the Nursing and Midwifery Council. Revalidation encourages nurses and midwives to reflect on the role of the code of professional standards and helps to drive improvement in patient care.

The Directorate of Nursing in NHS Forth Valley has established safe and supportive systems to fully engage with registrants, helping all our nurses and midwives to complete the process successfully. We will continue to build on our successes to empower our nurses and midwives to be the best they can whilst delivering safe and effective care. Key aspects in the life of this strategy is to fully embed and sustain reliability across NHS Forth Valley.

NHS Forth Valley has successfully:

- Set up a **REVALIDATION** Programme Board chaired by the Executive Nurse Director.
- Supported more than 500 nurses and midwives to revalidate since April 2016
- Provided more than 50 revalidation education sessions for registrants and managers
- Linked **REVALIDATION** and e-ksf with supporting guidance and a Learn-Pro Module.
- Looked forward to implementing and sustaining revalidation arrangements



Our Pledge is to...

...be better every day at promoting caring, safe and respectful care.

We will...

- Care for patients, their families and carers and keep them at the centre of everything we do.
- Care for patients in an appropriate, clean and safe environment.
- Strive to keep patients free from avoidable harm and where harm occurs we will learn and improve our practice.
- Respect our patients, families, carers and colleagues and treat them as we wish to be treated ourselves.
- Ensure that wasteful or harmful variation will be eradicated.

"I just want to say how fantastic the care I received during my labour with my baby son this week. Our midwife was brilliant, she was so friendly and reassuring and clearly excellent at her job. Nothing was a problem to her and she really took the time to make sure we were OK. I feel my recovery has been really good and I put this down to her excellent care and attention."



"The difference between this labour and my daughters (in a different hospital) is quite significant, this time being so much better despite the two actual labours being very similar. All of the other midwives and staff were also excellent, all very friendly whilst still professional. As an NHS employee myself I understand the pressures the staff face but really felt everyone on the ward really went the extra mile to help!"

To Achieve this we will...

- Demonstrate continuous improvement and reduction in infection rates.
- Work with our patient public partners to continue to develop our services and how these are provided.
- Demonstrate continuous improvement of avoidable harm.
- Build on care standards to reduce variation.
- Have a zero tolerance to "never" events.
- Demonstrate a reduction in nursing related medication incidents.
- Demonstrate we are keeping up to date with evidence based care.
- Develop systems to share learning to ensure that learning is maximised.
- Develop systems to ensure efficiency is built into everything we do.
- Share patient feedback which demonstrates both good and poor practice.
- Review patient pathway and evidence good practice
- Contribution to efficiency and effectiveness of care e.g. reduce hospital length of stay.
- Further develop the system of shared governance and decision making.
- We will work with colleagues at a national level to improve on safe care e.g. Scottish Patient Safety Programme, Excellence in Care
- Have processes in place to act and record recommendations from external inspections.
- Further develop and empower staff to be leaders
- Have clarity about who is the nurse in charge.
- Have a process in place whereby all new recruits meet their Head of Nursing within one month of starting and the Associate Director of Nursing and Director of Nursing Services within three months.

Our Pledge is to...

...be recognised nationally for our culture of caring that is driving excellence in practice and the development of nurses and midwives to be at the forefront of improvement, education and professionalism.

We will...

- Seek feedback from patients and carers and act on what they are telling us.
- Create partnerships between ourselves, patients and their families.
- Respect individual needs and values demonstrating compassion, continuity, clear communication and shared decision making.
- Continually develop and educate ourselves to deliver the best care that we can.
- Provide the highest standards of quality and safety, with the person at the centre of all decisions.

"I wanted to let you know that my dear mother died on Tuesday. My concern is also to tell



you that she was so well cared for by the staff of that ward. In particular the care given to my mother by the night Staff Nurse was exceptional. My daughter and I watched while the nurse over a twelve hour shift, attended to all the needs of my dying mother, showed care and concern to us in early hours and having delivered her reports to the day staff, took the time to come back to Room 19 to say farewell to a dying lady and her family. We are so very grateful that such a fine nurse was in charge of my mother's care on her last night on this earth."

To Achieve this we will...

- Evidence changes made following patient, family and carers feedback.
- Build on the Care assurance systems so nursing and midwifery quality and effectiveness can be continually reviewed.
- Ensure systems are in place to further develop partnerships between health care professionals, patients and their families.
- Improve our communication processes e.g. documentation and handover.
- Ensure that staff are fit to practise.
- Have compassionate, caring and competent staff.
- Assess individual's needs and ensure that their values are considered.
- Recognise and celebrate good practice.
- Increase nursing and midwifery publication rate and develop systems to capture this.
- Continue to work with Human Resources to further develop values based recruitment.
- Continually educate staff in the use of improvement methodology.
- Further develop mentors recognising and celebrating their achievements the training of students.
- Explore how we can further promote good practice and success so that it is visible to our staff and the public.
- Transform nursing and midwifery roles in line with national guidance.
- Ensure there are good governance systems in place to support new roles.
- Provide a positive experience for students by actively seeking their views.
- Support staff through the revalidation process with annual personal development plans and eKSF.
- Further develop workforce plans for each area in nursing and midwifery.
- Develop a process to have job plans in place for all specialist and advanced practice nurses.
- Further develop close working with our Higher Education Institutions.
- Develop a passport for excellence in all fields of nursing and midwifery.

Our Pledge is to...

...be part of the NHS Forth Valley and wider integration health and social care system delivering our Shaping the Future Healthcare Strategy and achieving the 2020 vision.

We will...

- Consider all options for the delivery of treatment to be closer to the patient's home.
- Strive to having day case treatment as the norm and where hospital inpatient treatment is required that there will be a focus on ensuring that people get back into their home or community environment as soon as appropriate.
- Ensure that we keep health improvement at the forefront with a particular focus on prevention, anticipatory care and self management.



"Dear All, Just wanted to say a big thank you on behalf of my husband. I know he would not be at this stage of his recovery, were it not for all of you. You made him feel secure and safe and listened carefully to all his need and requests. This has made such a difference, not just to him, but for myself and all the family. Ward A11 is a centre of excellence for professional care and attention, which has been truly reflected in his recovery. Our experience has been such a positive one and given us hope for the future."

To Achieve this we will...

- Consider every contact as being a health improving contact.
- Ensure that we keep health improvement at the forefront with a particular focus on prevention, anticipation and self management.
- Reduce sickness absence in nursing and midwifery.
- Work with partners to support people to remain independent and healthy.
- Consider all options for the delivery of treatment to be closer to the patient's home.
- Continue to work with partner organisations to protect vulnerable children and adults.
- Include partners e.g. patient public partners and third sector in potential changes.

What do Patients tell us about How "We Care"

I just want to say a massive thank you to the Tulip team and all of the midwives that dealt with us during my pregnancy, labour, birth and beyond. Each and every person we were looked after by was fantastic and I'm so sad to have been discharged from their care. It's bittersweet, however as they are the reason that my daughter is doing so well. My husband and I have been delighted with the standard of care in both the community and at Forth Valley Royal. The midwives are so professional, yet they feel like friends, and I am so happy to have had such a positive experience at what can be such a scary time for first time parents.

"They are generous and kind including all the domestics"

"To all the lovely staff of Ward A11 who cared for our dad and helped us all."

"I feel very safe in the ward"
"Nursing staff, yes they listen"

"A heartfelt thank you from the family. Your care and kindness in her final days went beyond your job and a credit to you all."

"I would like to thank the Learning Disability Team for all their work with me and I know I can call on them again if I need them. My mum and dad would like to thank them as well for all their hard work with me."

Nurses and midwives will be compassionate while providing a high quality of care and excellence in all that we do.

We are a profession who are proud and passionate about the service we provide, with patients at its heart, inspiring confidence trust and pride within our communities we serve but open to challenge, scrutiny and a commitment to continual improvement.

This strategy is intentionally ambitious, describing the commitment of every nurse and midwife to provide compassionate, safe and respectful care for patients whilst being mindful of the needs and wishes of families and carers.

We will utilise a range of tools including, and building on the Assuring Better Care framework to monitor our progress in delivering our aims. We regularly measure the quality of the care we provide and always seek to improve the experience of patients and carers.

The Directorate of Nursing will produce an Annual Report that will share information about our successes and also set out plans for identified areas for improvement.

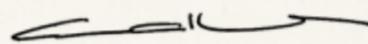
We are committed to continue to provide excellence in fundamental person centred care, improving the care we offer every day.

We will contribute fully to the national nursing and midwifery agenda and be recognised for our achievements.

We are key professionals within NHS Forth Valley and the wider integrated Health and Social Care system and we will help to deliver Shaping the Future, our Healthcare Strategy and 2020 vision.

Nurses and midwives in NHS Forth Valley are facing the future with a firm promise.

We believe that signing the NHS Forth Valley Patient Focused Pledge is an important part of evidencing our personal professional contribution to nursing and midwifery practice.



Professor Angela Wallace
Executive Nurse Director

My Patient Focused Pledge (from Nurses and Midwives)

Caring

I will care for the patient and family when they need me most. I commit to attending to all my patient care needs.

I will go the extra mile.

Communication

I will speak to you in a language you understand and attend to your spiritual care needs. I will listen to you and anticipate your needs. I will include you in decision making about you.

Excellence

I am accountable for the care I provide and I will always ask if I am unsure. I am competent and knowledgeable and I will deliver evidenced based care.

Respect

I will introduce myself to my patient family and carers. I will always be polite and approachable and treat patients with the dignity and respect I would expect myself.

Professionalism

I will adhere to my code of conduct at all times and I will speak out for my patient. I will inspire confidence through my professional appearance and wear my uniform with pride.

Commitment

I will come to work and be a committed responsible, open honest member of staff. I will support colleagues to do the right thing and speak up when things don't go well and encourage them to do the same.

I am a committed member of the team and I am accountable for what I do and decide not to do and for my contribution to the team.

My pledge is to

Date: Signed By:

NHS Forth Valley Nurses Choir



Women & Children's Choir

