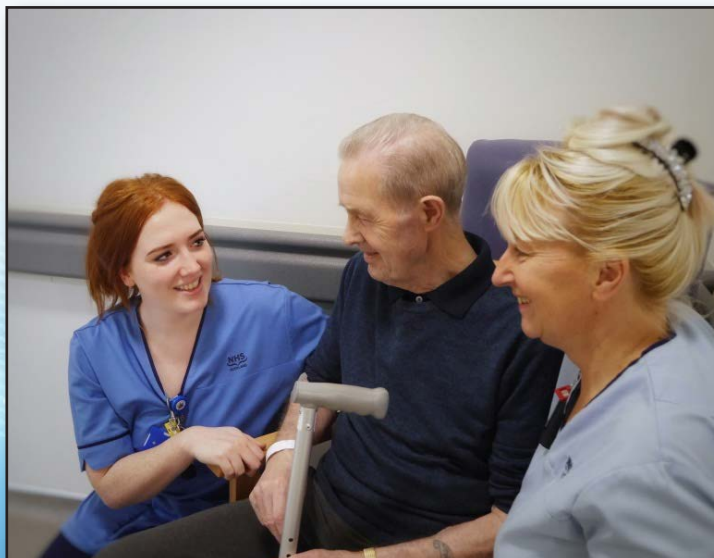


# "We Care"

## Nursing & Midwifery Strategy 2021-2024



Caring for the people of Forth Valley

## **Foreword from Professor Angela Wallace, Executive Nurse Director**

Welcome to our Nursing, Midwifery and Healthcare Support Workers Strategy. I, along with the Deputy Nurse Director, Chief Nurses, Chief Midwife and our Heads of Nursing, am immensely proud to be working alongside you with a shared determination to provide excellent care to our patients and our local community across Forth Valley.

At the heart of our strategy 'We Care' is our pledge to ensure that every patient in every setting, is provided with the standard of care and compassion we would wish for our loved ones.

As nurses and midwives, we are in a privileged position of being close to patients and their families at the times in their lives that they need us most.

Our strategy has been refreshed and repositioned, building on our strong nursing and midwifery foundations and continues to focus most on what matters to patients, families and our staff. We launch our strategy at a time of significant and ongoing change. This strategy will continue to support and care for our nurses, midwives and healthcare support workers building their resilience, confidence and commitment, provide a key focus on those we serve, and demonstrate we are listening.



**Professor Angela Wallace**  
Executive Nurse Director

# Introduction

We are delighted to present “We Care” our Nursing and Midwifery Strategy 2021-2024 which sets out our priorities for the coming years.

Every year brings more challenges but also more opportunities. Demand for healthcare continues to increase but so too does our understanding of how we prevent ill health, how we support recovery and treat those in need of care. It is vital to ensure that we continue to care for our staff. Their wellness is a key priority as we launch our refreshed strategy, ensuring we care for each other being mindful that our staff’s health and wellbeing is key to the delivery of safe and effective person centred high quality care.

Covid-19 pandemic has postponed our strategy re-launch, which in itself provided us with more time to understand the experience and learning from our staff, patients and wider public. The changes made during covid-19 have been reflected in our priorities.

This strategy has been developed using the feedback about what matters to nurses and midwives. We listened and engaged with our staff including conversations with the Chief Nurses, Midwife and their teams and patient public partners and have committed to the 5 priorities which are at the heart of our nursing strategy.

Now more than ever nurses and midwives need to demonstrate compassionate and inclusive leadership at all levels when delivering high quality care. ‘We Care’ is designed to empower our nurses and midwives and their teams to lead and deliver the best care for the people of Forth Valley.

This strategy continues to build on the foundations and unique brand of nursing and midwifery in Forth Valley. In addition positions Forth Valley at the forefront of the nursing and midwifery agenda and delivers on the local and national drivers which influence the delivery of “We Care” strategy.



## Drivers which influence how “We Care”

## National Drivers

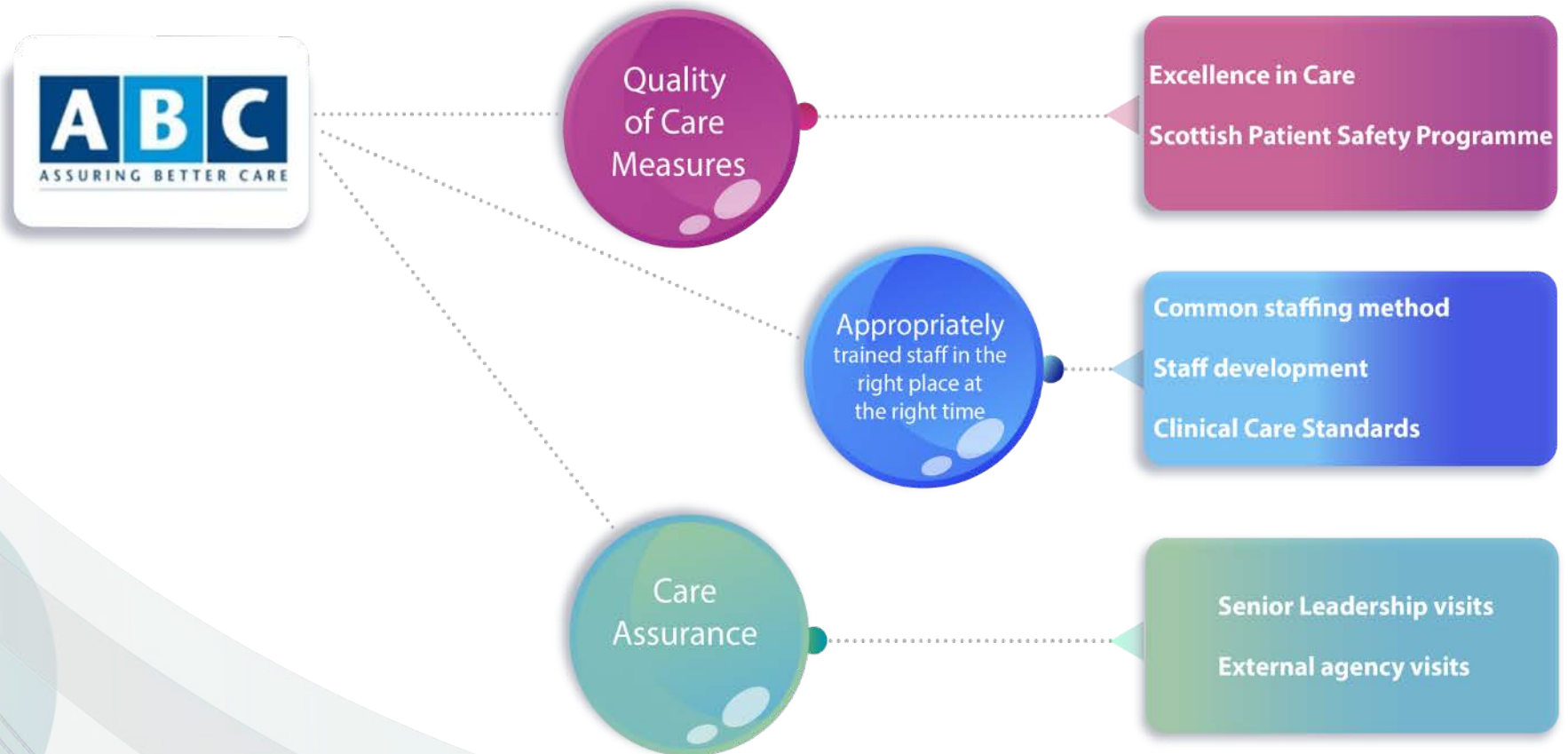


Across Forth Valley we have a population of 300,000. The health and care workforce across NHS Forth Valley is 6660 of which nursing and midwifery staff are the largest proportion at over 50% with an associated budget of £150m. They work within adult, mental health, learning disability, children and midwifery services and across in-patient, prisons and community settings. The graphic shows the key drivers that influence and set the direction for the provision of health and social care delivery in NHS Forth Valley, and Scotland wide.

This strategy takes cognisance of the national and local drivers and the challenges faced in caring for the people of Forth Valley. The strategy is designed to ensure that nursing & midwifery is at the heart of service delivery, outlines their impact and contribution whilst ensuring a continued focus on the delivery of fundamental care.

# Assuring Better Care in NHS Forth Valley

Assuring Better Care in its broadest sense ensures that we always focus and deliver on the care that matters to people. Since 2011 NHS Forth Valley has been at the forefront of developing a system that puts the person at the heart of care. The Forth Valley model is a dedicated and unique system designed to improve and drive excellence in care and practice across all nursing and midwifery disciplines. The system incorporates many local and national drivers which inform nursing and midwifery practice and sets the standard expected of our staff.



# Underpinning Values for how “We Care”

The Nursing & Midwifery priorities are supported by NHS FV values and underpinned by the NMC Code for Nurses and Midwives and the Code of Conduct for Healthcare Support Workers. These values are necessary for every member of staff to have the confidence to know what is expected and how we will work and treat each other. The values run through into the delivery of the Nursing & Midwifery Strategy and a key tenet of our approach is an underpinning focus on leadership at every level.



### Nursing and Midwifery Code (NMC)

The NMC Code contains the professional standards that as Registered Nurses and Midwives, we must uphold

The standards include ensuring practice is safe, effective and puts the interest of patients and service users first. The Code underpins all we do as nurses and midwives and supports our strategy

The four themes of The Code are:

- Prioritise people
- Practice effectively
- Preserve safety
- Promote professionalism & trust

### Code of Conduct for Healthcare Support Workers

The Code of Conduct for HCSW contains statements that set the expected standards of work

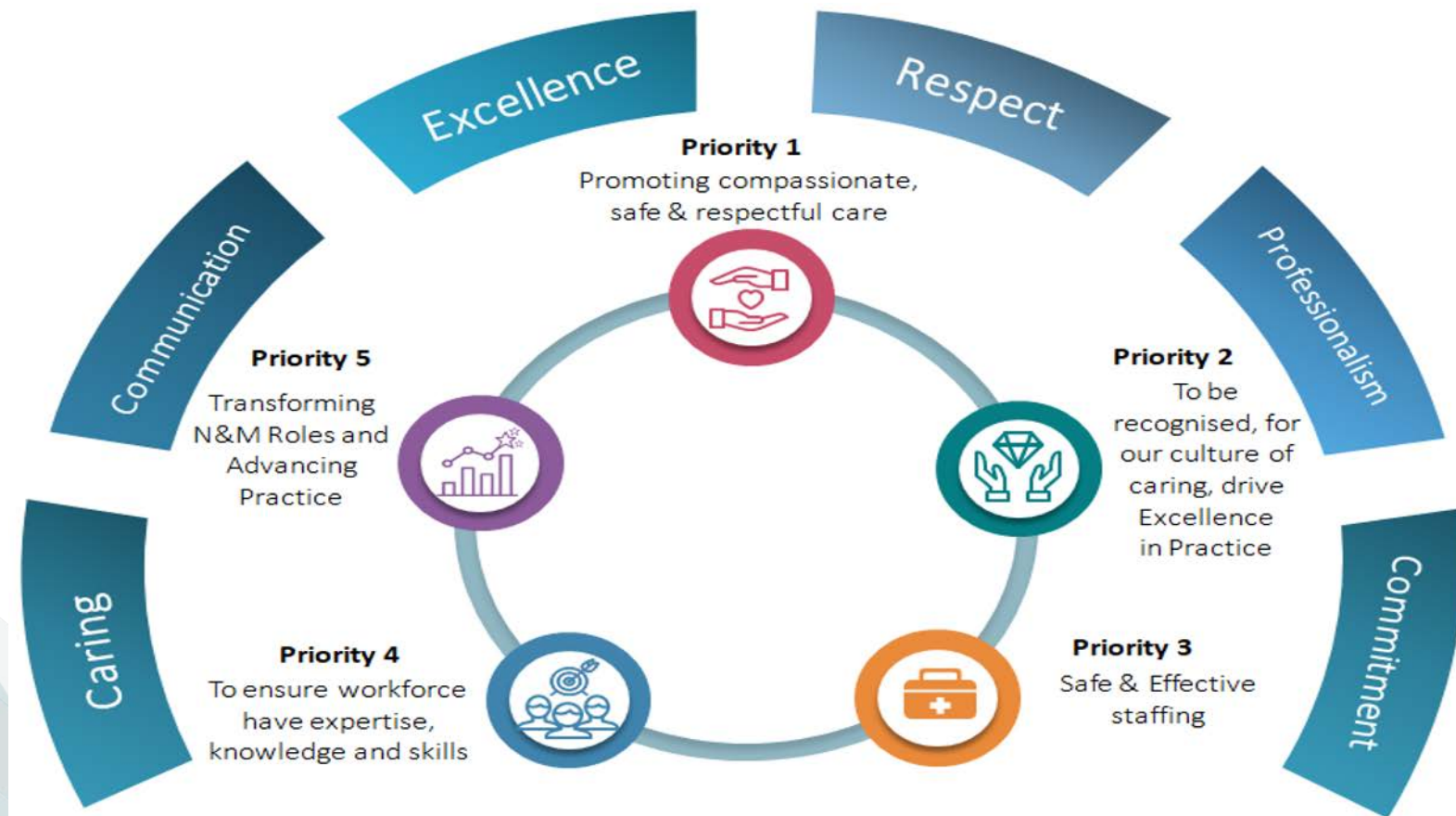
The thirteen standards of The Code are:

- Accountability
- Awareness
- Integrity
- Advocacy
- Sensitivity
- Objectivity
- Consideration & Respect
- Consent
- Confidentiality
- Co-operation
- Protection
- Development
- Alertness



# Priorities for how “We Care”

Along with the key priorities of the NHS Forth Valley Healthcare Strategy ‘Shaping the Future’, our Nursing and Midwifery strategy ‘We Care’ commits to 5 key priorities which will support our determination to provide an excellent standard of care.





## Priority 1

Promote  
compassionate, safe  
and respectful care  
for patients, families  
and carers and keep  
them at the centre of  
everything we do



### We will...

- Care for patients in an appropriate clean and safe environment
- Continue to build and develop our Assuring Better Care (ABC) approach that demonstrates continuous improvement of nursing and midwifery care
- Continue to build indicators that demonstrate and measure nursing and midwifery quality of care and professional practice and deliver on the national Excellence in Care and CAIR framework

### We'll achieve this by...

- Ensuring care and environments are appropriately cleaned and all Infection Prevention Control measures are adhered and environmental risks assessments are undertaken and standing operating procedures are in place.
- Ensuring Staff are clear on the expected standards of care to be delivered and support continuous quality improvement by the use of self reported data to demonstrate standards of care
- Undertaking Care Assurance visits 4 times per year to verify the self reported data.
- Putting the patient at the centre of all decisions about their health & wellbeing.
- Continuing to support the implementation of releasing time to care across nursing and midwifery.
- Refreshing ways to capture staff experience with Assuring Better Care (ABC) and workforce sections.
- Completing the development of the indicator set (aligning with EiC) for: Health visiting, School Nursing, District Nursing, Midwifery, Mental Health, Learning Disabilities and Prisons
- Reviewing and further developing the reports to share the N&M performance against the care standard with the SCN Balance Score Card (BSC) and the improvement trajectories and plans to support the data.





## NHS Forth Valley Chief Nurses Priority 1: Our Pledges.....

*I will promote a culture of learning and reflection to ensure we all take time to stop and consider our behaviours and attitudes towards people – especially at times of high workload and pressures.*

*I will ensure nursing staff deliver care and provide information and support to all patients and their families in a respectful, meaningful and dignified manner, at all times.*

*To put patients at the centre of what I do, and to provide guidance to the nurses dedicated to caring.*

*I will ensure that when our patients need nursing care at home it is a positive experience where we wrap our care around our patients in a way that is seamless and responsive.*

*I will continue to support cultural diversity within the Directorate and further develop the Women and Children's Diversity Group. I will ensure that all services consider how best to meaningfully engage and utilise the talents of our patients and families when making service changes.*



## Priority 2

To be recognised locally & nationally for our culture of caring, to be at the forefront of improvement, education and professionalism and to drive excellence in nursing & midwifery practice



### We will...

- Continue to systematically seek and share feedback on nursing and midwifery care and experience demonstrating that we are listening, learning and improving as a result of the patient and families' voice.
- Engage in and invest in our nursing & midwifery staff to ensure they feel valued and supported in their roles.
- Ensure that at a local and national level opportunities are maximised to demonstrate the caring culture of the nurses and midwives in Forth Valley through a systematic focus on recognition.

### We'll achieve this by...

- Continuing to develop a dedicated suite of feedback processes and events that capture patient experience and feedback i.e. Patient experience questionnaires, speaking to patients during care assurance visits & Care Opinion
- Demonstrating a positive culture of listening to feedback that leads to learning and improvement opportunities from staff and patients - "You said, We Did, What Matters to Me."
- Utilising the SCN Balance Score Card (BSC) to identify areas for improvement and generate improvement plans.
- Working together with our patients and public partners to continue to develop our care and services and how these are provided, which utilises the "what matters to you" framework.
- Reducing upheld complaints by 20% where nursing and midwifery care, staff communication and professionalism is sighted.
- Re-establishing Networks/Groups to engage and support all N&M staff as we remobilise and deal with the current unprecedented pressures.
- Implementing a plan of annual appraisals and PD Plans as per our local Workforce Strategy and maximising opportunities for learning and development incorporating feedback from N&M staff including iMatter scores.
- Maximising opportunities for joint working with Local Authorities/Councils/third sector and other agencies.
- Maximising our participation at all levels in regional, national and international forums / groups
- Continuing to seek opportunities for sharing and celebrating best practice.



## NHS Forth Valley Chief Nurses Priority 2: Our Pledges.....

*I will encourage staff to question their practice by using data to recognise what activities are having the most positive influence on the outcomes of the person receiving care.*

*I will promote a culture that promotes both professional and personal learning & development for nursing staff and assist in embedding this learning into the delivery of a high standard of care. This practice will be celebrated at both a national and local level.*

*I will provide leadership that ensures our nurses are supported to develop personally and professionally and be encouraged and prepared to embrace a culture of continuous learning and improvement.*

*I will equip our nurses with the tools, education and confidence to push forward the profession and provide excellent care.*

*I will encourage midwifery leaders to understand the value of data and then assist them to use that to drive forward improvements in care. I will facilitate monthly TED talks and support the learning and discussion and think creatively on how to spread the learning.*





## Priority 3

### Planning for Safe, Effective and Efficient Nursing and Midwifery Staffing



#### We will...

- Achieve and deliver the recommendations for Safe Staffing
- Apply nursing and midwifery workload tools specific to areas of practice
- Have an active Professional Practice Model which promotes Forth Valley as an employer of choice
- Utilise our resources of supplementary staffing effectively and efficiently (Bank & Agency)
- Focus on improving recruitment and retention of nursing and midwifery staff by listening and acting on staff experience

#### We'll achieve this by...

- Developing an implementation plan to support the preparation of Implementation of Safe Staffing legislation.
- Supporting wellness and attendance at work
- Acting on the results of the tools by analysing and reporting on workload findings and producing a recommendation
- Continuing with the Safe and Efficient Group to monitor and respond to financial and workforce risks
- Ensuring e-Rostering / Rostering is aligned with N&M workforce planning
- Implementing robust generic recruitment plans in partnership with local HAIs to recruit from each under and post graduate student cohorts.
- Delivering Flying Start and Flying Finish



## NHS Forth Valley Chief Nurses Priority 3: Our Pledges.....

*I will use validated tools to ensure the correct staffing compliment is available for the care to be provided.*

*I will work in partnership with our safe staffing team, ensuring all data from workload tools is analysed and responded to.*

*I will support the development of the midwifery workforce tool and continue to utilise the other tools available as required.*

*I will promote a culture of learning and reflection to ensure we all take time to stop and consider our behaviours and attitude towards people – especially at times of high workload and pressure.*

*I will ensure that the nursing workforce is appropriate to meet the needs of our patients by utilising validated workforce tools and professional judgement processes.*



## Priority 4

To ensure our workforce have the expertise, knowledge and skills to provide safe and compassionate care for people in our care



### We will...

- Enhance the professionalism and practice of our workforce to ensure are safe and fit to practice, and that regulated professionals meet regulatory requirements, standards and the NMC Code
- Develop the leadership skills and confidence of our workforce at every level
- Support our Workforce by continuing to build forums and N&M networks for professional information sharing and opportunities for peer support and supervision
- Seek external accreditation for Nursing Excellence and Roles
- Care for the physical and mental health and well-being of our staff

### We'll achieve this by...

- Providing learning and development opportunities for staff to build skills and knowledge including leadership development
- Supporting continuous professional development
- Providing clarity on Fitness to Practice and regulatory matters, revalidation and professional accountability structures through the continual application of our Professional Assurance Framework
- Supporting nurses and midwives with professional and practice development through a suite of programmes i.e. Leading Better Care, Flying Start, HCSW Development, Induction, Development Passports, Succession Planning, Skills training, Quality Improvement.
- Exploring MAGNET recognition and implementation sites in the UK in partnership with Stirling University
- Developing a focus on N&M accreditation including development within scope of NMC.
- Having Senior Leaders visible and approachable and encouraging staff to "speak up" to discuss good practice or concerns.
- Encouraging staff engagement to share ideas and innovations to enhance practice
- Constantly checking in with staff what matters to them and their wellbeing, shared through care assurance staff feedback & experience and intelligence from forums/groups





## NHS Forth Valley Chief Nurses Priority 4: Our Pledges.....

*I will promote a culture of learning and will invest in education when necessary to ensure all staff are kept up to date and able to deliver evidence-based contemporary care.*

*I will ensure that all midwives have an updated Midwifery passport and that all midwives will have undertaken all national training requirements.*

*I will be connected and visible within our nursing teams promoting a culture of lifelong learning to deliver high quality, safe and effective person centred care.*

*I will strive to develop a culture where nurses are at the forefront of education and improvement and the honesty to share and challenge each other constructively.*

*I will endorse a culture where nursing staff of all grades will provide a high standard of care to patients through continuous learning and development.*



## Priority 5



### Transforming Nursing & Midwifery Roles and Advancing Nursing Practice with people at the centre

#### We will...

- Continue to develop and transform nursing & midwifery roles across health & social care and independent providers
- Continue to ensure the contribution of nurses and midwives is understood and is essential to the development of new models of care
- Continue to protect vulnerable children and adults

#### We'll achieve this by...

- Supporting implementation of the national approach to Transforming nursing roles and align with service developments and workforce plans
- Advancing nursing & midwifery practice through the implementation of the Forth Valley strategic framework for Advanced Practice and based on service and patient needs
- Working with partners (locally regionally and nationally) and colleagues to co-produce any service redesigns and developments to ensure nursing model meets patient needs
- Continuing to work to protect vulnerable children and adults through training and education and enhancing knowledge of reporting and escalation arrangements.
- Enhancing joint multi agency working arrangements



## NHS Forth Valley Chief Nurses Priority 5: Our Pledges.....

*I will work in conjunction with all partners, respecting our professional differences and capitalising on the positive benefits such difference can bring to the care we can jointly deliver to the people of Forth Valley.*

*I will work in collaboration with colleagues to improve the quality of care for our client group.*

*I will contribute to represent and champion nursing across the Health and Social Care landscape in a way that promotes and positions our nurses to fully contribute and transform care safely and appropriately.*

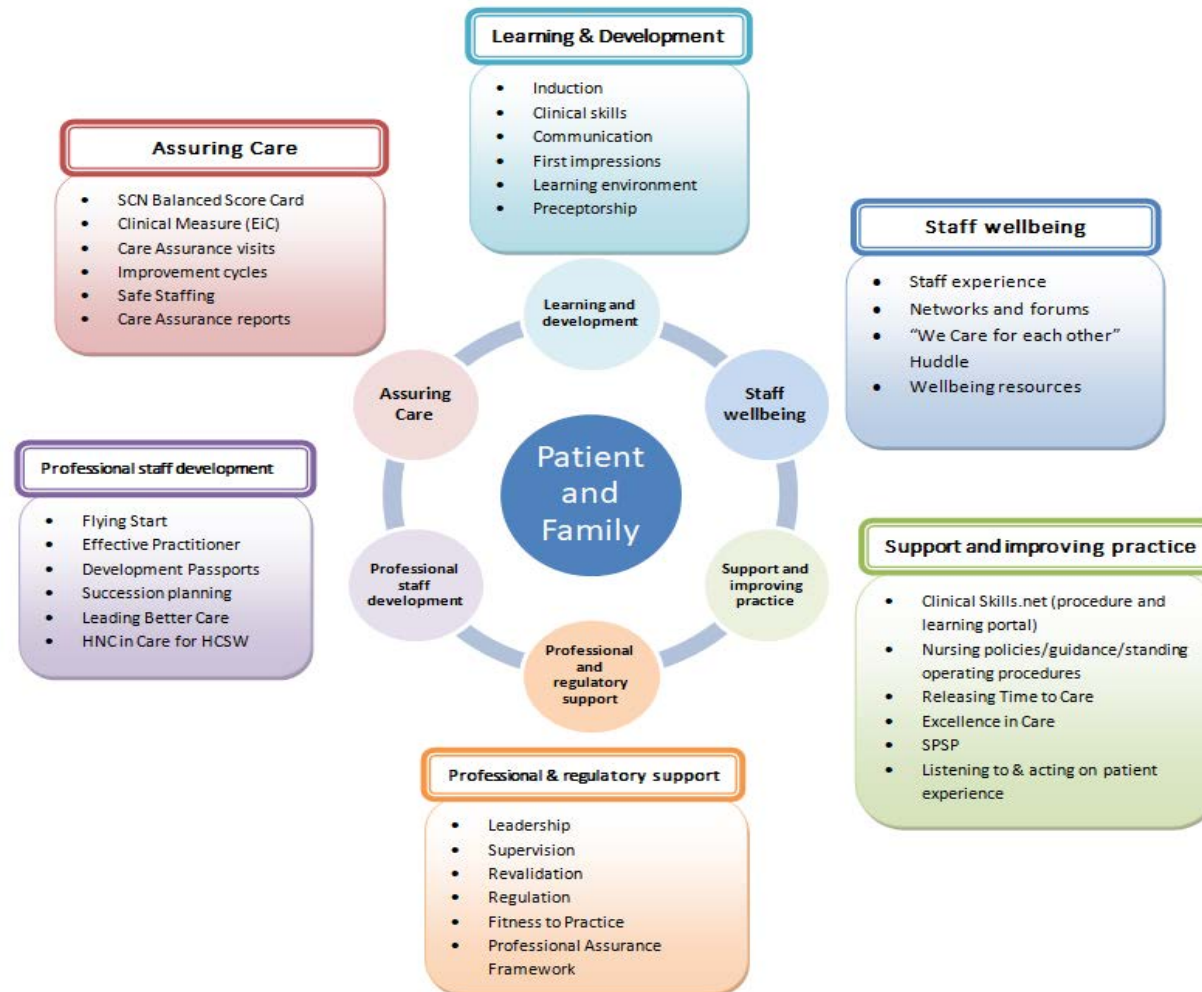
*I will work with our partners to optimise the patient journeys through scheduled and unscheduled care.*

*I will work with Health and Social Care partners in ensuring people of Forth Valley receive safe and effective nursing care; in the right place at the right time.*



# Professional Practice Model (PPM)

The Professional Practice Model simply reminds us at a glance about systems, processes and developments, that are used to support nurses, midwives and healthcare support workers to deliver care with compassion and confidence, and to develop skills and high quality professional practice.



# Strategy Priorities at a Glance

No	Priority	Aim (We Will)	We will achieve this by	Lead
1	Promote compassionate, safe and respectful care for patients, families and carers and keep them at the centre of everything we do	<ul style="list-style-type: none"> <li>Care for patients in an appropriate clean and safe environment</li> <li>Continue to build and develop our Assuring Better Care (ABC) approach that demonstrates continuous improvement of nursing and midwifery care</li> <li>Continue to build indicators that demonstrate and measure nursing and midwifery quality of care and professional practice and deliver on the national Excellence in Care and CAIR framework</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring care and environments are appropriately cleaned and all Infection Prevention Control measures are adhered and environmental risks assessments are undertaken</li> <li>Undertaking Care Assurance visits 4 times per year to verify the self reported data.</li> <li>Putting the patient at the centre of all decisions about their health &amp; wellbeing.</li> <li>Continuing to support the implementation of releasing time to care across nursing and midwifery.</li> <li>Refreshing ways to capture staff experience Completing the development of the indicator set</li> <li>Reviewing and further developing the reports to share the N&amp;M performance against the care standard with the SCN Balance Score Card (BSC)</li> </ul>	
2.	To be recognised locally & nationally for our culture of caring, to be at the forefront of improvement education and professionalism and to drive excellence in nursing & midwifery practice	<ul style="list-style-type: none"> <li>Continue to systematically seek and share feedback on nursing and midwifery care and experience demonstrating that we are listening, learning and improving as a result of the patient and families' voice.</li> <li>Engage in and invest in our nursing &amp; midwifery staff to ensure they feel valued and supported in their roles.</li> <li>Ensure that at a local and national level opportunities are maximised to demonstrate the caring culture of the nurses and midwives in Forth Valley through a systematic focus on recognition.</li> </ul>	<ul style="list-style-type: none"> <li>Continuing to develop a dedicated suite of feedback processes and events that capture patient experience and feedback</li> <li>Demonstrating a positive culture of listening to feedback that leads to learning and improvement opportunities from staff and patients - "You said, We Did, What Matters to Me."</li> <li>Utilising the SCN Balance Score Card (BSC) to identify areas for improvement and generate improvement plans.</li> <li>Reducing upheld complaints by 20% where nursing and midwifery care, staff communication and professionalism is sighted.</li> <li>Re-establishing Networks/Groups to engage and support all N&amp;M staff.</li> <li>Implementing a plan of annual appraisals and PD Plans</li> <li>Maximising opportunities for joint working with Local Authorities/Councils/third sector and other agencies.</li> <li>Maximising our participation at all levels in regional, national and international forums / groups</li> <li>Continuing to seek opportunities for sharing and celebrating best</li> </ul>	
3.	Planning for Safe & Effective Nursing and Midwifery Staffing	<ul style="list-style-type: none"> <li>Achieve and deliver the recommendations for Safe Staffing</li> <li>Apply nursing and midwifery workload tools specific to areas of practice</li> <li>Have an active Professional Practice Model which promotes Forth Valley as an employer of choice</li> <li>Utilise our resources of supplementary staffing effectively and efficiently (Bank &amp; Agency)</li> <li>Focus on improving recruitment and retention of nursing and midwifery staff by listening and acting on staff experience</li> </ul>	<ul style="list-style-type: none"> <li>Developing an implementation plan to support the preparation of Implementation of Safe Staffing legislation.</li> <li>Supporting wellness and attendance at work</li> <li>Acting on the results of the tools by analysing and reporting on workload findings and producing a recommendation</li> <li>Continuing with the Safe and Efficient Group to monitor and respond to financial and workforce risks</li> <li>Ensuring e-Rostering / Rostering is aligned with N&amp;M workforce planning</li> <li>Delivering Flying Start and Flying Finish</li> </ul>	
4.	To ensure our workforce have the expertise, knowledge and skills to provide safe and compassionate care for people in our care	<ul style="list-style-type: none"> <li>Enhance the professionalism and practice of our workforce to ensure are safe and fit to practice, and that regulated professionals meet regulatory requirements, standards and the NMC Code</li> <li>Develop the leadership skills and confidence of our workforce at every level</li> <li>Support our Workforce by continuing to build forums and N&amp;M networks for professional information sharing and opportunities for peer support and supervision</li> <li>Seek external accreditation for Nursing Excellence and Roles</li> <li>Care for the physical and mental health and well-being of our staff</li> </ul>	<ul style="list-style-type: none"> <li>Providing learning and development opportunities for staff to build skills and knowledge including leadership development</li> <li>Supporting continuous professional development</li> <li>Providing clarity on Fitness to Practice and regulatory matters, revalidation and professional accountability structures</li> <li>Supporting nurses and midwives with professional and practice development through a suite of programmes Exploring MAGNET recognition and implementation sites in the UK in partnership with Stirling University</li> <li>Having Senior Leaders visible and approachable and encouraging staff to "speak up" to discuss good practice or concerns.</li> <li>Constantly checking in with staff what matters to them and their wellbeing, shared through care assurance staff feedback &amp; experience and intelligence from forums/groups</li> </ul>	
5.	Transforming Nursing & Midwifery Roles and Advancing Nursing Practice with people at the centre	<ul style="list-style-type: none"> <li>Continue to develop and transform nursing &amp; midwifery roles across health &amp; social care and independent providers</li> <li>Continue to ensure the contribution of nurses and midwives is understood and is essential to the development of new models of care</li> <li>Continue to protect vulnerable children and adults</li> </ul>	<ul style="list-style-type: none"> <li>Supporting implementation of the national approach to Transforming nursing roles and align with service developments and workforce plans</li> <li>Advancing nursing &amp; midwifery Working with partners (locally regionally and nationally) and colleagues to co-produce any service redesigns and developments to ensure nursing model meets patient needs</li> <li>Continuing to work to protect vulnerable children and adults</li> <li>Enhancing joint multi agency working arrangements</li> </ul>	



# How we will deliver our strategy

*To ensure we deliver on our pledges, commitments and actions we will....*

The table below describes the governance, monitoring and reporting of the strategy's 5 priorities contained within the delivery plan

We Will.....	
Have continuous oversight of our 'We Care' strategy which is directed through the N&M Steering Council. The Council has two delivery arms which are the Safe Care & Workforce Council and the Partnership & Transformation Council.	Present quarterly progress reports to the System Leadership Team.
Ensure implementation and monitoring of our delivery plan through these council structures. Each council has a dedicated delivery plan which is overseen by the Deputy Nurse Director and Chief Nurses and Midwife along with the Heads of Nursing and their teams.	Undertake an annual review of the delivery plan involving nurses and midwives at all levels in partnership, and we will ensure any actions to achieve will be refreshed and updated to capture progress made.
Continue to ensure progress is driven by the Chief Nurses and Midwife in the fields of nursing & midwifery and captured within their monthly care assurance reports.	Present to the NHS Board an annual report on outcomes, developments and use as an opportunity to celebrate success.
The Director of Nursing will review progress bi-monthly with the Chief Nurses and Midwife and a quarterly report will be presented to the N&M Steering Council where progress reviews will be undertaken.	Have an annual nursing and midwifery showcase event to share work and improvements and celebrate the achievements of nurses and midwives.
<b>We will</b> work hard to promote the work of Forth Valley Integrated Health & Social Care system at local, regional and national levels and forums	
<b>We will</b> demonstrate that we have focussed on staff and patient care equally including keeping nurses and midwives updated in all aspects of the organisation's work	
<b>We will</b> listen and learn from patient and staff experience and use this to be at the heart of our strategy and delivery plans	



# Conclusion

We are immensely proud of our Nurses, Midwives and Healthcare Support Workers across Forth Valley because of their professionalism, dedication and consistent desire to improve quality of care that they display every day. We commit to lead, support and develop our staff to continue to care and this strategy provides the focus and the direction so that they can be supported and respond to the rapidly changing and challenging environment in which they are working.

This strategy is there for everybody who works across Forth Valley Health and Social Care system including those senior colleagues who lead, support and manage and for those who support our teams. The strategy will help guide us through the challenges post pandemic and whatever new challenges may lie ahead over the next few years.

This strategy sets out our goals of what excellent care and practice is but also describes the ways in which our nurses, midwives and healthcare support workers will continue to be supported and developed to achieve their potential and career aspirations as well as ensuring the continued focus on supporting their health and wellbeing.

***We will continue to build on our successes to empower our nurses, midwives and healthcare support workers to be the best they can be whilst delivering safe and effective care.***



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Nursing & Midwifery Strategy 2021-2024