

*Proud of Nursing, Midwifery & Clinical
Professionals in Herefordshire*



Herefordshire's health service provider

Introduction from the Director of Nursing & Quality

The current pace of change that nurses, midwives and clinical professionals face at the moment is unprecedented. It was therefore timely to reflect as an integrated care organisation our strategy for the next three years going forward, taking on board all of the recent national guidance that is in front of us.

Nurses, midwives and clinical professionals face many challenges and changes in the years ahead which will require the Trust's own workforce to change too. The emphasis on care closer to home is perfectly placed for us as an integrated organisation with so many successes, such as our virtual wards, and realising that ethos. Professions need to be flexible and responsive to the ever-changing needs of our population wherever we serve them, whether that be in a hospital or in a community-based setting.

With current economic and workload pressures it is important that we have a clear and collective vision of our direction of travel, so that we can move forward together and support each other along the way.

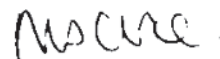
The professions this strategy reflects need to be competent and able to think quickly and critically. The values of care and compassion are the attributes most valued by our patients and public and these must underpin everything we do.

This strategy reflects those values of the 6 Cs:

- Courage
- Compassion
- Care
- Communication
- Commitment
- Competence

that was launched by the Chief Nursing Officer in 2012 (Compassion in Practice: Nursing, Midwifery and Care Staff Vision and Strategy). These 6 Cs cut across all of our professions and within the strategy there are personal reflections of what these mean to our staff.

Writing this introduction provides me an opportunity to thank each and every single member of staff for their commitment, dedication and enthusiasm, from our nursing, midwifery and clinical professional staff, including the non qualified workforce, together you make Herefordshire proud.



Michelle Clarke
Director of Nursing & Quality

National drivers

NHS Operating Framework <ul style="list-style-type: none"> • CQUIN • Patient choice • Friends and family test • Personalised care • Access choice and continuity • Staff survey 	National Initiatives <ul style="list-style-type: none"> • Hello, my name is... • Compassion in practice • Health Visiting Implementation programme • Preferred place to die • Care closer to home
Evidence based <ul style="list-style-type: none"> • NICE • Safety thermometer and harm-free care • Dementia Care • Safer staffing 	

What does commitment mean to you?

"Making a decision and seeing it through"
 - Sarah Hardy, Lead Infection, Prevention and Control Nurse

"Go the extra mile for the patient"
 - Samantha Bennett, Assistant Practitioner, Imaging and Radiology

Local drivers

- Right care, right place, every time
- Quality & Safety improvement strategy
- Dementia strategy
- People strategy
- Effective workforce planning
- Dignity challenge
- Public health promotion
- Spending public money wisely
- External reviews
- Holistic care
- Feedback from service users

What does care mean to you?

"It's the whole family you are caring for not just the patient"
 - Community Midwives

"Doing your best for that person to make sure all their needs are met to the best of their ability"
 - Maria Greenly, Health Care Assistant, Bromyard Community Hospital

The strategy is presented in 4 sections

- To put patients first in all we do
- To deliver safe high quality services
- To recognise and maximise our reputation for leadership and professional excellence
- To have an empowered, skilled and valued workforce

What does courage mean to you?

"To face difficult situations and discussions"
- Anne Mitchell,
Oncology Lead Nurse

"To have a voice and say "No" when care is compromised"
- Adele Woodhams, MIU,
Ross Community Hospital and A&E

To put patients first in all that we do

Ambition:

All patients receiving our services will rate their care as excellent

To achieve this we will:

- ✓ Enable staff to seek and act on feedback to increase the number of patients who recommend us to their friends and family
- ✓ Proactively engage in open and honest discussion with the public
- ✓ Work with local community groups, including carers, to seek feedback on the Trust services and how these can be improved
- ✓ Identify continuous improvements in care as a consequence of learning from complaints, incidents, claims and other sources of feedback
- ✓ Ensure good governance processes are in place

What does compassion mean to you?

"Hearing what patients say not just listening"
- Ward Sisters, Urgent Care

"Being able to really get what is happening to someone that they may be already carrying a trail of difficult experiences when you see them and to allow for that..."
- Sheila Marsh, Healthwatch board member

To deliver safe high-quality services

Ambition:

To deliver effective and efficient services for the benefit of patients

To achieve this we will:

- ✓ Have compassionate, empathetic and competent staff in the right place at the right time
- ✓ Increase the number of patients experiencing harm-free care
- ✓ Ensure that every contact is considered as a "health improving contact" and patients receive appropriate advice on lifestyle choices
- ✓ Ensure that we listen to staff views regarding the quality of care delivered and act to improve the care experience
- ✓ Ensure systematic monitoring and reviewing of staff levels and skill mix
- ✓ Work collaboratively with all partner agencies and disciplines

What does competence mean to you?

"Making sure you understand your role and limits"
- Ross Community District Nurses

"Able to make skilled decisions"
- Clinical Site Management Team

To maximise our reputation for leadership and professional excellence

Ambition:

All our staff are highly visible, passionate, challenging and supportive in clinical practice and have an equal voice amongst all others

To achieve this we will:

- ✓ Ensure we are an employer-of-choice attracting the best people to the Trust
- ✓ Share patient feedback which demonstrates excellent care
- ✓ Work with Human Resources to develop recruitment practices that support the core values of the 6 Cs
- ✓ Benchmark ourselves nationally with comparable organisations to ensure that we can demonstrate continuous improvement
- ✓ Share widely across the organisation and beyond, the success of our staff in leading practice development, achieving publication and awards

What does communication mean to you?

"Timely, concise information"
- Rachel Lowe, Lead Nurse, Outpatients

"Understanding each other and being clear"
- Amy Radcliffe, Obstetric Support Worker

To have an empowered, skilled and valued workforce responsive to the needs of the patient

Ambition:

We will demonstrate our workforce is competent and compassionate to deliver and recognise their contribution to care which will be celebrated by the organisation

To achieve this we will:

- ✓ Continue to develop a skilled workforce, which can evidence their competence and ability to contribute to the education of others
- ✓ Fully embed the training programmes for non-registered staff throughout their careers
- ✓ Through the appraisal process, develop succession planning for senior posts and specialist posts
- ✓ Maximise opportunities for leadership and the development of others at every level
- ✓ Identify, nurture and empower staff to be effective leaders
- ✓ Foster a culture of support to improve clinical practice and staff well being
- ✓ Strengthen clinical supervision
- ✓ Ensure staff are equipped to meet care needs as care pathways change and identify new ways of working
- ✓ Provide opportunities to share best practice, and contribute to further developments

*Compliment from Patient Experience Team
"Thank you for your support meeting my father's palliative needs"
To Neighbourhood Team City*

*National patient survey 2013
"Excellent cleanliness. The nurses and support staff were all excellent. Everybody seemed to be working together and were cheerful, kind, amazingly patient and professional"
General comment*

Wye Valley



NHS Trust

