

Caring with compassion together



Nursing & Midwifery Strategy **2016-2021**

July 2016



Introduction



I am delighted introduce our five-year nursing and midwifery strategy which sets out our vision for the future of nursing at West Suffolk NHS Foundation Trust. This strategy is under-pinned by our 'putting you first' values and the ambitions set out in the Trust's vision, 'Our patients, Our hospital, Our future, together'.



Rowan Procter
Chief nurse

As nurses and midwives we stand for the highest quality of patient care delivered by nurses, midwives, nursing assistants and clinical practitioners using the full extent of their empathy, skill and expertise. In order to achieve this we must support and encourage these staff and develop them in education and innovation. We must do this because they are central to delivering a high quality, patient-focused, safe and effective service.

Our new IT system, e-Care, is a major investment for us as an organisation, and will make us one of the few truly paperless hospitals in England. It has the potential to help us with our ambitions and further improve our quality and safety. Nursing has a major contribution to make in term of ensuring that e-Care gets implemented safely, and that we fully exploit its potential. We also need to ensure that our ability to deliver care with compassion, is enhanced through the deployment of better administrative processes delivered by IT.

Since October 2015 we have become responsible for running community services and this has opened up many opportunities to integrate and streamline services. We are just starting to exploit the opportunities and benefits that we all know exist with this arrangement. Nurses and midwives we must lead the way in developing joined up services that have the patient at their heart.

Both the NHS and the nursing and midwifery profession now face some of their greatest challenges. By leading the way in standards of care, education and clinical research, and exemplifying the Trust's values and behaviours, it is my belief that the care provided by our nurses and midwives will continue to be amongst the best in the England.

This strategy sets the direction of travel that will enable us to ensure that we achieve this. "It reflects and supports the national framework for nursing midwifery and care staff 2016 which pledges to close the gaps between health and social care by targeting health and wellbeing, care and quality and funding and efficiency. We are committed to delivering the ten commitments of this national framework which are reproduced here."

Going forward we are now asking that each ward and department develops a local action plan to take forward the aims set out in this strategy. We will review the implementation of our strategy through regular reports to our board.



Leading change, adding value

The ten commitments of the national nursing framework 2016

1	We will promote a culture where improving the population's health is a core component of the practice of all nursing, midwifery and care staff
2	We will increase the visibility of nursing and midwifery leadership and input in prevention
3	We will work with individuals, families and communities to equip them to make informed choices and manage their own health
4	We will be centred on individuals experiencing high value care
5	We will work in partnership with individuals, their families, carers and others important to them
6	We will actively respond to what matters most to our staff and colleagues
7	We will lead and drive research to evidence the impact of what we do
8	We will have the right education, training and development to enhance our skills, knowledge and understanding
9	We will have the right staff in the right places and at the right time
10	We will champion the use of technology and informatics to improve practice, address unwarranted variations and enhance outcomes



Caring... the West Suffolk way

The current pace of change in the NHS means that we need a nursing and midwifery strategy for the future. With our recently published 'Together' strategy it is important that as nurses and midwives we reflect on our current position and future direction. The past few years have seen many changes at a local and national level that are significantly impacting on practice.



The emphasis on partnership working, care closer to home, the requirement for an allgraduate workforce and the need to increase patient choice and involvement, all serve to increase the challenges we face. The changes make clear the requirement for the professions to be flexible and responsive to the needs of patients.

With the current pressures of growing demand and a difficult financial climate it is important that we have a clear and collectively agreed vision of our direction of travel, so that we can move forward together, and support each other along the way.

Being a nurse, a midwife, a nursing assistant or a clinical practitioner is more than just a job. It is a vocation and a real privilege to serve our patients and make a difference to their lives. Senior leaders across nursing, midwifery and allied health professional groups at West Suffolk Hospital have all signed up to our pledge never to walk by when we see issues that need addressing or praise that needs to be given. We have also agreed a philosophy of care that describes our ethos of patient care.

Our philosophy of care

"We believe that each person is an individual. Therefore each person has different needs, deserves individualised care and is entitled to honesty about their condition and prognosis. We strive to maintain the highest standards of care, by constantly challenging ourselves to improve. An important part of our work is the education of patients and their relatives.

We encourage them to participate in their care. By educating patients and relatives we hope to increase their understanding and awareness of their conditions, and also help to maximise the potential of individuals to adapt and cope with any change of lifestyle that may be needed.

Although we strive for good health for our patients, we also recognise the importance of care for the family and patient when death is inevitable. This means carrying out the patient's and relatives wishes and acknowledging the need for privacy and to be alone with their loved ones.

Care does not stop for the patient when they leave the hospital and we aim to provide a smooth transition between hospital and home and provide continuing care in the community enabling patients and relatives to manage in their own home. As nurses we recognise that we cannot achieve this alone and acknowledge the importance of working together with the other members of our multi-disciplinary team."



- These values apply to us all as nurses, midwives, nursing assistants and clinical practitioners.

Our nurses, midwives, nursing assistants and clinical practitioners commit to always putting patients in our community first in everything we do. Our aim is that:

- Words we use when we describe how we want to treat our patients:



Team work underpins everything we do. As nurses, midwives, nursing assistants and clinical practitioners we must work together as a team to deliver excellent patient care. Our aim is that:

- Words we use when we describe how we want to work together:



Showing respect and courtesy

First impressions matter and it is important that all nurses, healthcare assistants and midwives are well-presented, easily recognisable for the role they fulfil and act professionally. Our aim is that while on duty:

- Uniforms should be clean, tidy and in good repair;
- None of the following should be worn:
 - wrist watches
 - bracelets (those of religious significance and medical alerts are worn at your manager's discretion);
- Rings (except one wedding ring) earrings with the exception of stud-type necklaces and chains should not be visible;
- Nail polish or nail extensions;
- Name badges and Trust identity badges must both be worn, attached or pinned to uniforms;
- Hair should be tidy and off the collar – long hair should be tied back with suitable, discreet fastenings;
- A badge of professional organisation, trade union, college or training school should be worn with pride;
- Shoes should be flat (or low-heeled), black and with covered toes and heels. Trainers may be worn, but must be plain and black leather effect



Supporting and valuing staff

We must ensure nurses, midwives and health assistants have access to a structured, coherent career pathway. Our aim is that they:

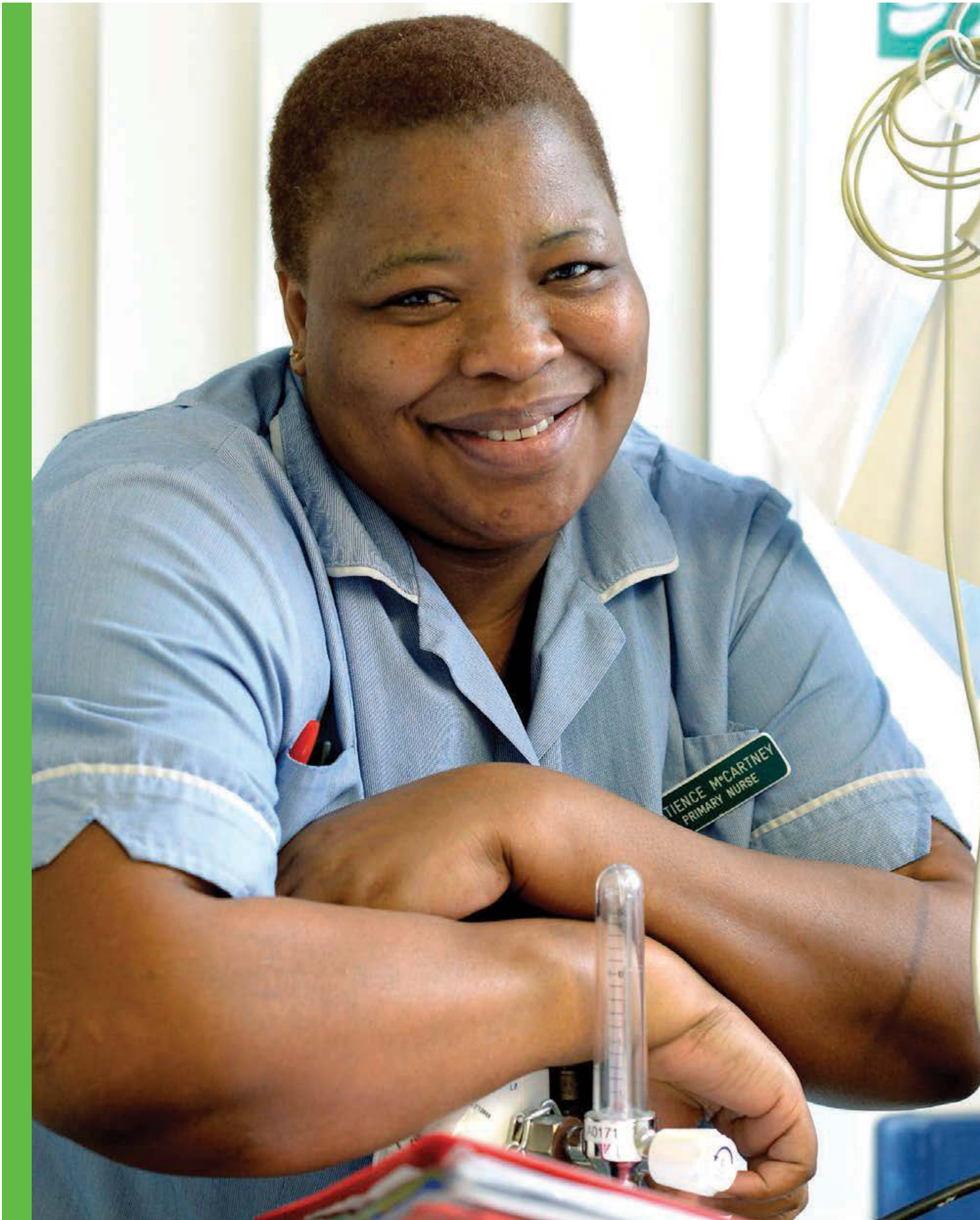
- Know the clinical and academic career path options available to them
- Are properly educated and trained for the level of accountability and skill they need to be effective practitioners
- Have an accredited portfolio of education which recognises the importance of work-related learning, theoretical knowledge and research;
- Ensure that theory and practice is closely aligned by consistently using the best evidence to improve the quality of patient care;
- Access and contribute to programmes of research that deliver improvements in nursing and midwifery care and strengthen the standing of nurses and midwives within the multidisciplinary team;
- Access the internal development programme developed and delivered in the West Suffolk Way (see appendix 1)

Two-way, open communication

We need to explore how we can further promote good nursing practice and success, so that it is visible to staff and the public. We will do this by:

- Recognising both individual and team contributions through the Shining Lights staff celebration and Putting You First awards;
- Developing and publishing a nursing and midwifery newsletter on a regular basis;
- Holding an annual nursing conference and establish a nursing achievement award, to support dissemination of good practice and innovation;
- Establishing a ward accreditation scheme to apply to all ward areas to enable us rigorously assess the quality (safety, effectiveness and experience) of nursing care'
- Increase rates of submission for nursing awards





Our ambitions

We are a friendly and successful hospital and by and large we deliver high quality care, but the future doesn't get any easier. Unless we do things differently the pressures we see on a daily basis will only increase.

As we know we are still eating, drinking and smoking too much and our population is one of the oldest in the country. This will translate itself into future pressure on health and care services across the west of Suffolk.

This is why last year we held one of the biggest consultations in our history on our hospital's future strategy, "Our Patients, Our hospital, Our Future,

Together". As part of this strategy we launched seven ambitions. Each of them is relevant to the future of nursing and midwifery at the West Suffolk Hospital. We have identified an "ambitions lead" and senior nursing leader to support taking our ambitions forward across the trust.

Ambition 1: Deliver personal care



1
DELIVER
PERSONAL
CARE

What it means for the trust:

- Deliver year-on-year improvements in the patient experience;
- Listen to feedback from our patients and be responsive to their needs;
- Learn lessons from incidents, complaints and patients' stories;
- Empower our patients and promote shared decision making

What it means for nurses, midwives and healthcare assistants:

- No decisions about patients and families are made without their direct involvement;
- Patients and their families feel confident in their care, and have the best experience possible throughout their whole pathway of care, 24 hours a day, seven days a week;
- Patient experience feedback is in the top 10% of the national inpatient survey results for nursing and midwifery related questions;
- The number of patients who recommend us to their family and friends;
- Call bells and telephone calls to the ward are answered promptly;
- The number of nursing-related complaints reduces

CASE STUDY:

Profile makes care more personal for critically-ill patients

A patient profile has been introduced for people being treated in West Suffolk Hospital's critical care and high dependency unit to help staff make sure their care is as holistic as possible. The profile gives personalised individual information about critically-ill patients who are unable to communicate their own personal needs. It was one of several pieces of work spearheaded by the hospital's critical care team which was showcased at the British Association of Critical Care Nurses international conference in London. The profile was the idea of Helen Whiting, senior staff nurse, who has worked in the unit for 26 years.

CASE STUDY:

The West Suffolk Cancer Services User Group

We are a small group of patients, carers and health professionals who have had direct experience of living with cancer and are committed to improving cancer and community health related services in west Suffolk. Our members bring a wide range of skills and experience to the group. At our bi-monthly meetings, held at West Suffolk Hospital, we consult with and listen to people whose lives have been affected by cancer. We report patient and carer experiences to relevant services and departments in west Suffolk, liaise with health care professionals at WSFT, and represent patients and carers at the East of England Strategic Cancer Network Groups.

Ambition 2: Deliver safe care



2
DELIVER
SAFE
CARE

What it means for the trust:

- Set goals and measure quality improvement;
- Benchmark against the best and adopt best practice;
- Focus on key indicators of harm including pressure ulcers, falls, hospital acquired infections, medical errors and re-admissions;
- Promote standardisation of practice;
- Maintain our position in the top 10% of hospitals with the lowest mortality;
- Ensure early identification of patients at risk of deterioration;
- Train, educate and support staff to deliver safe and effective care

What it means for nurses, midwives and healthcare assistants:

- Consistently provide harm-free care for all patients;
- Deliver year-on-year improvements in all 'care thermometer' indicators;
- Know the quality of care they or their team provides and how they benchmark with other team;
- Embed quality improvement into everyday work culture;
- Learn from others, share and celebrate local improvements in care;
- Work with colleagues to ensure patient care is timely and effective;
- Seek to minimise and eliminate adverse events and make a commitment to sharing the learning from any that do occur;
- Embed systematic approaches to patient reviews, including intentional rounding and use of early warning scores;
- Demonstrate a continued reduction in healthcare-associated infections (HCAIs).

CASE STUDY:

Tackling sepsis

Denise Combe, critical care education and outreach sister at West Suffolk Hospital, has helped raise Sepsis awareness in the trust. Sepsis is triggered when an infection sends the body's immune system into overdrive. Symptoms include a raised heart rate, fever, muscle pain and breathlessness and unless it is treated quickly with intravenous antibiotics, it can result in septic shock and multiple organ failure. Nearly 5% of people coming into West Suffolk Hospital's emergency department were suffering with the potentially life-threatening condition – prompting the hospital to place additional focus on quickly identifying patients.

CASE STUDY:

West Suffolk care home project

Talking with residents and their families about planning for an emergency has been the cornerstone of the current West Suffolk care home project. These conversations give residents and/or their families an opportunity to discuss a number of topics around their current and future emergency care. Residents who have an emergency plan in place and require hospitalisation are experiencing reduced hospital length of stay and limited additional invasive treatments while in hospital. identifying patients.



Ambition 3: Deliver joined-up care



3
DELIVER
JOINED-UP
CARE

What it means for the trust:

- Explore and develop more effective models of care with our partners and the community;
- Break down the barriers in how services are provided to deliver more joinedup care;
- Ensure patients are given the right care, in the right place, at the right time;
- Use e-Care to support the sharing of information across primary, community and secondary care

What it means for nurses, midwives and healthcare assistants:

- Give staff opportunities to express their views regarding the quality of care delivery, and changes which would improve quality and patient experience;
- Review clinical pathways, and provide evidence of the nursing contribution to improving the efficiency and effectiveness of care, for example reduced length of stay, reduced readmission rates, and enhanced recovery;
- Ensure a strong nursing contribution to on-going developments in care, for example, modified early warning scores, re-enablement support, home intravenous therapy administration, which support delivery of high quality care;
- Develop the Early Intervention Team at West Suffolk Hospital which has resulted in the model being extended into admission prevention in the community. This integrated service enables patients to access health, social care and voluntary services to avoid an admission to hospital and remain safe at home;
- Ensure that nursing is at the forefront of integrated care developments.

CASE STUDY:

The early intervention team

The successful implementation of the early intervention team at West Suffolk Hospital has resulted in the model being extended into admission prevention in the community. This integrated service enables patients to access health, social care and voluntary services to avoid an admission to hospital and remain safe at home.

The service will be used mainly by GPs, paramedics and other health professionals. The team consists of occupational therapists, physiotherapists, nurses, rehabilitation assistant practitioners and re-ablement support workers, social workers, Suffolk Family Carers link worker, and support workers from Age UK Suffolk. The team also works closely with the dementia intensive support team and will have access to a number of existing community beds, to avoid hospital admission.

CASE STUDY:

Integration between paediatric staff and primary care

In a recent move to help provide paediatric expertise closer to peoples' homes, a group of three paediatricians has begun to re-establish working clinics outside the Hospital grounds. Dr Katherine Piccinelli has begun a monthly clinic in Haverhill and continues to work in Sudbury, Dr Peter Powell visits Stowmarket, working out of the StowHealth practice on a monthly basis and Dr Raman Lakshman is now establishing a specialist clinic in Newmarket. The link has also led to health care assistants from the surgery coming to the rainbow outpatient department at WSFT to be trained in paediatric phlebotomy. The vision is to empower the local teams with skills to optimise care of children with allergies and then move away but continue to provide remote support when necessary.



Ambition 4: Support a healthy start



4
SUPPORT A
HEALTHY
START

What it means for the trust:

- Give every child the best start in life and support families to provide good parenting;
- Promote a healthy pregnancy, natural childbirth & breastfeeding;
- Work with GPs to grow out-of-hospital paediatric skills and capacity;
- Ensure our services are child-friendly

What it means for nurses, midwives and healthcare assistants:

- Empower women to remain independent, active partners in their maternity care;
- Support natural birth and breastfeeding wherever possible;
- Ensure babies are warm and cared for while in our care;
- Ensure all staff receive an appropriate level of paediatric safeguarding training;
- Improve epilepsy care for children and young people in West Suffolk

CASE STUDY:

New overnight policy to help families bond

Fathers-to-be who are supporting their partners as they go into labour are now able to stay overnight at West Suffolk Hospital as part of a new initiative which aims to promote family bonding while reducing anxiety and stress. The new policy has been introduced on ward F11, which cares for women who are being induced, experiencing problems with their pregnancy or are in early labour and cannot manage at home. The ward also looks after mothers who have just given birth.

CASE STUDY:

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Ambition 5: Support a healthy life



5
SUPPORT A
HEALTHY
LIFE

What it means for the trust:

- Deliver public health advice and ensure that every patient contact counts;
- Support patients in their own self-care;
- Identify with our primary and social care partners, the patients and families who with greater support, could improve their quality of life and reduce demands on services;
- Tackle areas of poor health outcomes with integrated and joint working with key partners;
- Lead by example and continue to help our staff keep to a healthy lifestyle

What it means for nurses, midwives and healthcare assistants:

- Every contact is considered as a “health improving contact”, and patients receive appropriate advice on lifestyle choices;
- All nursing and midwifery staff will be appropriately trained in safeguarding. Safeguarding practices will be exemplary to ensure the safety of our patients;
- Ensure all staff receive an appropriate level of adult safeguarding training;
- Safeguarding leads to ensure rigorous communication and education regarding safeguarding procedures and policies;
- Lessons learned from safeguarding incidents and cases to be shared across all governance, nursing and midwifery forums

CASE STUDY:

The early intervention team

Two diabetes specialist nurses (DSNs) have joined the community diabetes service to work with west Suffolk surgeries to provide enhanced diabetes care. As well as directly supporting patients, DSNs provide advice and support to practice nurses and GPs to help patients get better control of their condition and reduce the risk of developing complications that can arise from poorly controlled blood sugars. Formally launched in June, the West Suffolk CCG enhanced diabetes scheme run by West Suffolk Hospital is proving popular with GPs and many practices are already delivering mentored diabetes clinics within their surgeries.



Ambition 6: Support ageing well



4
SUPPORT
AGING
WELL

What it means for the trust:

- Ensure older patients are supported with their choices, involved in designing services to meet their needs and cared for in the most appropriate place;
- Look across the whole system to ensure we have the right care in place to support older people with complex conditions;
- Promote independence and a dementia-friendly hospital and community

What it means for nurses, midwives and healthcare assistants:

- Continually take account of the changing needs of our patient population;
- Promote dementia-friendly design, for example on ward G4 we have introduced coloured bays, signage in pictures and words, colour contrast fittings to bathrooms and toilets, and the provision of a day room;
- Provide stimulation and comfort to dementia patients on the wards who have dementia or memory loss using 'fidget blankets', 'twiddle muffs' and the 'calm cart'. Encourage reminiscence activities to help reduce distress and agitated behaviour;
- Encourage the use of 'This is me' or 'Getting to know me' booklets which capture life history information for example likes and dislikes, things important to the individual;
- Support family carers by raising awareness of the carers pack which pack contains: a carers badge giving access to extended visiting and concessions for meals; information for carers and a guide to planning for hospital discharge including a checklist for carers to ensure their needs are considered;
- Deliver care to patients at the end of their life that is of a high standard and that meets all national guidance to ensure we further improve the quality of end of life care (EoLC) for patients.
- Ensure care at the end will be well coordinated and planned so that EPARS forms are filled in

CASE STUDY:

The medically fit team

The medically fit team was formed as part of the emergency care pathway programme to improve discharge rates for medically fit patients, reduce bed occupancy days across the system and to inform future commissioning. The team review all medically fit patients on a daily basis, supporting and challenging the multidisciplinary team (MDT) to explore patient pathways, move patients towards discharge, remove barriers and escalate difficulties, all in a timely manner. The team also contribute to the flow of patients through the Trust and out into community beds. Positive relationships have been developed with community providers and open and honest dialogue established which ensures that this process remains as effective as possible.

CASE STUDY:

Dementia friendly environment

Our dementia, frailty and older person leads have developed a dementia-friendly environment for patients and visitors to the hospital to help with finding their way around and providing a less institutional feel. We have used dementia friendly design on ward G4 with the introduction of coloured bays, signage in pictures and words, colour contrast fittings to bathrooms and toilets, and the provision of a day room. We are making a side room on F12, our isolation ward, dementia friendly and have completed one bay on-ward G5, with a plan to complete the remaining bays.

All patient and public toilet doors are being painted the same colour throughout the hospital – blue. These changes are to help people navigate their way around.

The Forget-Me-Not Memory Walk on the G3 to G4 corridor aims to divert patients, to trigger memories and help orientate them to where they can feel safe and confident.

Ambition 7: Support all our staff



5
SUPPORT A
HEALTHY
LIFE

What it means for the trust:

- Make West Suffolk Hospital a great place to work;
- Train, educate and motivate staff to be the best;
- Nurture leadership at all levels;
- Build on our excellent teaching and research base;
- Encourage involvement and contribution of ideas;
- Promote an open culture where staff can voice concerns without fear;
- Encourage staff to achieve healthy work life balance;
- Recognise and reward great performance

What it means for nurses, midwives and healthcare assistants:

All our nurses, midwives and healthcare assistants are caring and compassionate. Nurses and midwives will:

- Be role models for the West Suffolk values and behaviours;
- Be recognised for delivering the highest quality patient and maternity care;
- Be recruited, appraised and developed based on the trust's values;
- Consistently provide real time and constructive feedback to team members;
- Develop and recognise excellence across our nursing and midwifery care assistants;
- Excel at advocacy and accountability in delivering family centred care



The sister and charge nurse is a high profile, valued and effective role. Ward sisters, department sisters and charge nurses will:

- Increase the time spent in clinical leadership activity to at least 75% of their time;
- Be known to all patients in the ward or department;
- Ensure that there is a nurse present on all board rounds and ward rounds;
- Be up to date with the plans for each patient ;
- Encourage nurses to continue to challenge traditional professional boundaries and embrace new role developments;
- Be remunerated for excellent performance and innovation led co-ordination of care for patients;

Ward and midwifery managers are supernumerary and are there to drive up standards. They should:

- Be visible and accessible and responsible for nursing care 24/7 on the ward;
- Set an example to nursing and care staff on the ward;
- Be aware of those patients at high risk of falls, pressure ulcers etc. and ensure that appropriate plans of care and preventative measures are in place;
- Actively contribute to the operational and strategic success of the trust;
- Monitor and improve standards of care against the ward checklist and dashboard;
- Establish a team ethos and spirit that values all members of the ward team;
- Check performance against quality indicators.

Matrons are influential and exemplify inspirational leadership at all levels. Matrons will:

- Act as the custodians of high quality care;
- Be role models of exemplary professional standards for nurses and midwives;
- Work across departmental and organisational boundaries to deliver excellence in patient care;
- Access and successfully complete the leadership development and competency assessment



Supporting Professional Leadership

In order to deliver this strategy we need to know how professional leadership across nursing and midwifery is managed and led. The chief nurse is ultimately responsible for professional leadership. All nurse leaders, however have a professional leadership role.

In practise this means monitoring and evaluating standards of care provided by the clinical team, for example, by enabling reflective review at staff handover and bringing staff together to review clinical and workforce data through available quality and performance data.

Ensuring the delivery of high professional standards

The Trust has three priorities: deliver for today; invest in quality, staff and clinical leadership and build a joined up future. We are translating these priorities into the development of nursing and midwifery at the Trust in the following ways:

Deliver for today

- Display key nursing and midwifery indicators and ward performance at the entrance to all wards;
- Demonstrate continuous improvement in patient surveys, on questions relating to compassion and care;
- Ensure that every clinical area can provide examples of reasonable adjustments being made to meet needs of individual patients;
- Implement new systems for identifying and supporting nurses and midwives in 'difficulty' and reducing poor nursing practice

Invest in quality, staff and clinical leadership

- Nurse and midwifery staffing levels will be in line with national guidance to ensure patient safety, effective care and an excellent experience for every patient;
- Establish a healthcare assistant training programme encompassing the care certificate, to teach fundamental skills and practice, to support staff from the beginning of their careers with the Trust;
- Provide opportunities for staff to engage in the sharing of best practice, and contribute to further developments through in-house training, see appendix 1.

Build a joined-up future

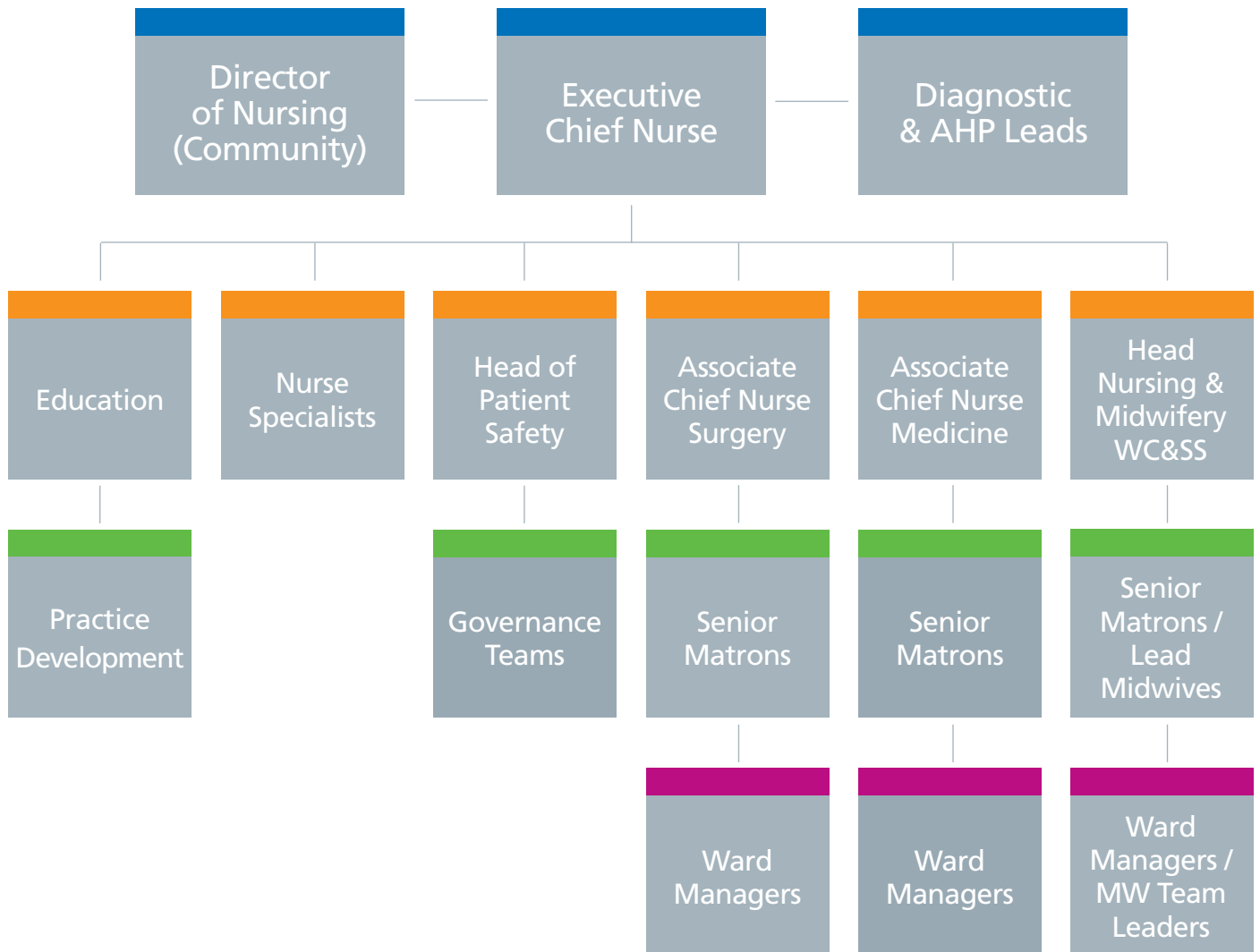
- Offer staff the opportunity to rotate across clinical areas and ensure we have the 'right staff in the right place' to maximise the use of individual's skills, competencies and potential;
- Develop robust systems for clinical supervision and ensure that nurses who require extra support or supervision receive it. Introduce a 'Buddy' system to facilitate this;
- Encourage all staff to be open and transparent and to have the courage to challenge suboptimal practice. Encourage staff to have the courage to 'raise concerns' if they witness practice that appears to be of a low standard – 'Freedom to speak, freedom to improve'.

Delivering a quality nursing and midwifery workforce

To be able to deliver our three main priorities we are fully integrated with the workforce strategic plans and have mapped their priorities to the nursing and midwifery workforce priorities of the organisation. Below are the aligned elements of both strategies.



Professional accountability at WSFT



Workforce Priorities

WORKFORCE PRIORITIES	Workforce strategy & people management goals 2015/2020 onwards	Nursing & midwifery strategy
1. Skills shortages	<p>Further developing apprenticeships and advanced apprenticeships in a range of clinical and non-clinical areas, delivered in a partnership approach with West Suffolk College and UCS.</p> <p>Work with managers to develop innovative recruitment solutions including; role development, temporary staffing solutions (contracted pool), international recruitment and new roles.</p> <p>Commissioning student places, with education partners.</p>	<p>Work with managers to develop innovative recruitment solutions including; role development, temporary staffing solutions (contracted pool), international recruitment and new roles.</p>
2. Being an employer of choice	<ul style="list-style-type: none"> • Making West Suffolk a great place to work • Achieving Investor in People accreditation • To attract and retain motivated and talented staff who choose to work for the Trust. • To ensure the Trust has robust revalidation processes. • Maintaining Trust's performance and acting on the annual national staff survey • Promoting equality and diversity – e.g. through the Equality Delivery System; • Deliver the Trusts' Health and Wellbeing strategy • Achieve HSJ and Nursing Times Top 10 'Best Places to Work' 	<p>Ensuring that there are development opportunities that provide the nursing and midwifery career pathways that are sought after.</p>
3. Building a talent pool for the future	<ul style="list-style-type: none"> • Modernising the Healthcare Workforce in line with the workforce plan and national guidance. • Using values based recruitment processes to attract the right staff. • Attract a local workforce, by working with schools and careers agencies. • Develop succession planning and talent management programmes to support the future workforce. • Supporting existing and new staff to access necessary key skills (English, maths etc), prior to commencing full apprenticeships. 	<p>Modernising the Healthcare Workforce in line with the workforce plan and national guidance.</p> <p>Using values based recruitment processes to attract the right staff.</p> <p>Attract a local workforce, by working with schools and careers agencies.</p> <p>Develop succession planning and talent management programmes to support the future workforce.</p> <p>Included in this are Band 5 & 6 development in house programmes.</p>

WORKFORCE PRIORITIES	Workforce strategy & people management goals 2015/2020 onwards	Nursing & midwifery strategy
4. Leadership Development	<p>Continued participation in leadership programmes being offered by NHS England and internally.</p> <p>Developing further the clinical leadership within the organisation to ensure that directorate teams are equipped to operate in a more commercial environment with a more balanced approach to internal service delivery.</p> <p>Work in partnership with other organisations to establish joint programmes.</p> <p>Continue to market Health Coaching to clinicians and managers.</p>	<p>Continued participation in leadership programmes being offered by NHS England and internally.</p> <p>Developing further the clinical leadership within the organisation to ensure that directorate teams are equipped to operate in a more commercial environment with a more balanced approach to internal service delivery.</p> <p>Work in partnership with other organisations to establish joint programmes.</p>
5. Extending relationships with Education providers	<p>Developing external partnerships in health, education and the wider community that support the achievement of the Trust's Ambitions.</p> <p>Support new roles e.g. Physicians Associate and Advanced practitioner roles.</p> <p>Deliver a guaranteed employment offer to newly qualified graduates.</p> <p>Respond to quality assurance feedback from education providers.</p>	<p>Developing external partnerships in health, education and the wider community that support the achievement of the Trust's Ambitions.</p> <p>Support new roles e.g. Physicians Associate and Advanced practitioner roles.</p> <p>Deliver a guaranteed employment offer to newly qualified graduates.</p> <p>Respond to quality assurance feedback from education providers.</p>
6. Workforce transformation and efficiency	<p>Reviewing staffing arrangements and develop new ways of working, in order to align these to changing patient demands. (this includes 7 day services)</p> <p>Implement efficiencies arising out of E-care.</p> <p>Robustly reviewing HR policies</p> <p>Rigorous job planning process for consultants and continuing to work on further productivity gains.</p> <p>Supporting new roles and ways of working to improve service delivery and address the implications of system reforms supported by Agenda for Change, in particular the development of Band Four roles</p> <p>Achieve reduction in Bank usage by: reduction in bank usage through improved staff rostering, reduction in length of stay, number of occupied bed days, follow up appointments etc.</p> <p>Achieve reduction in Additional Consultant Sessions and reduction in PA's through job planning.</p> <p>Review of all vacant posts.</p> <p>Undertake skill mix reviews and review of working practices to improve productivity.</p> <p>Improvement of sickness absence management by: rigorous review of absence information at all levels, and review of the phased return process and payment system.</p> <p>Target reduction of 1% potential saving of £500,000.</p>	<p>Reviewing staffing arrangements and develop new ways of working, in order to align these to changing patient demands. (this includes 7 day services)</p> <p>Implement efficiencies arising out of E-care.</p> <p>Robustly reviewing the implementation HR policies to support the delivery of high quality care and all the 7 ambitions.</p>

WORKFORCE PRIORITIES	Workforce strategy & people management goals 2015/2020 onwards	Nursing & midwifery strategy
7. Long term workforce planning and integrated working	<p>Further development of Integrated working e.g. Community services.</p> <p>Ensuring the Trust contributes to national and regional workforce planning arrangements.</p> <p>Work with East of England networks and medical workforce groups, e.g. HR streamlining project.</p> <p>Work in partnership with the, CCG and other NHS providers.</p> <p>Affordable housing – working with housing associations and local landlords.</p> <p>Patient empowerment – making every contact count (MECC)</p>	<p>Further development of integrated working both internally and with external partners, such as community and local authority.</p> <p>Internally there are significant opportunities of integrated working across wards and service areas to provide cross coverage staffing and maintain the experience and specialty knowledge in house.</p>



Appendix 1: Ward checklist

CHECK	MEASUREMENT	INSERT W/C DATE
SAFE		
Drug Keys held by Trained Nurse	Y/N	
CD keys separate from main keys	Y/N	
Drug room locked	Y/N	
IV fluids locked	Y/N	
IV fluids in date	Y/N	
IV fluids stored off the floor		
Drug cupboards locked	Y/N	
Drug fridge locked	Y/N	
Drug trolleys locked and secured to the wall when not in use	Y/N	
Fridge temperature monitoring recorded	Y/N	
Min Temp 2° to Max Temp 8°	note temp	
Digital Thermometers MUST be reset after readings have been taken.	Y/N	
Resuscitation trolley checked	consecutive 7 days	
Falls assessment completed >65yr	all	
Safety crosses up to date	both	
MEWS score at each observation	1 per bay and Y/N	
BAY 1		
BAY 2		
BAY 3		
BAY 4		
BAY 5		
S/R		
Drug charts accurate	1 per bay and Y/N	
BAY 1		
BAY 2		
BAY 3		
BAY 4		
BAY 5		

CHECK	MEASUREMENT	INSERT W/C DATE
SAFE		
S/R		
Unattended paper / records with patient data	Y/N	
Unattended computer screens with patient data	Y/N	
Smartcards left in computer	Y/N	
Confidential waste disposal	Y/N	
Toilets clean		
Drug trolley looks clean	Y/N	
Commodes "I am clean"	Y/N	
Resus trolley dust free	Y/N	
EFFECTIVE		
MCA knowledge	ask 1 RN and 1 NA	
EPARS completed and correct have been taken.	1 per bay and Y/N	
BAY 1		
BAY 2		
BAY 3		
BAY 4		
BAY 5		
S/R		
Fluid Charts	1 per bay and Y/N	
BAY 1		
BAY 2	1 per bay and Y/N	
BAY 3		
BAY 4		
BAY 5		
S/R		

CHECK	MEASUREMENT	INSERT W/C DATE
SAFE		
CARING		
Do you know about MCA & DOLS	1 staff	
Patients positive with their admission	1 per bay and Y/N	
BAY 1		
BAY 2		
BAY 3		
BAY 4		
BAY 5		
S/R		
Staff positive about the ward and the care provided	ask 1 RN and 1 NA	
RESPONSIVE		
EOLC rounding tool	all EOLC patients	
Dementia aware	all patients	
WELL LED		
Ward performance board upto date	Y/N	
Staff appropriate uniform	Y/N	
Staff aware of reporting system	ask 1 RN and 1 NA	
Staff aware of any never events	ask 1 RN and 1 NA	
Staff aware of performance	ask 1 RN and 1 NA	





For further information:

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Putting you first