

Nursing, Midwifery and Allied Health Professional Strategy

West Suffolk NHS Foundation Trust
2022 - 2027



Putting you **first**

the 1990s, the number of people in the UK who are employed in the public sector has increased from 10.5 million to 12.5 million, and the number of people in the public sector who are employed in health care has increased from 2.5 million to 3.5 million (Department of Health 2000).

There are a number of reasons for the increase in the number of people employed in the public sector. One reason is that the public sector has become a major employer in the UK. Another reason is that the public sector has become a major employer in the health care sector. A third reason is that the public sector has become a major employer in the education sector. A fourth reason is that the public sector has become a major employer in the social care sector.

The increase in the number of people employed in the public sector has led to a number of challenges for the public sector. One challenge is that the public sector has become a major employer in the health care sector, and this has led to a number of challenges for the health care sector. Another challenge is that the public sector has become a major employer in the education sector, and this has led to a number of challenges for the education sector. A third challenge is that the public sector has become a major employer in the social care sector, and this has led to a number of challenges for the social care sector.

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Introduction from our executive chief nurse

It is with great pleasure and pride that I introduce our nursing, midwifery and allied health professionals (AHP) strategy 2022-27.

Over recent years we have experienced more challenges to our professions than ever before. During my first two years here, I have seen our staff meet these challenges with compassion, innovation, and kindness. While these challenges have not gone away, they have evolved, and we as healthcare professionals are evolving with them.

This strategy has been created with the enthusiasm and engagement that our teams are renowned for and builds upon the Trust's strategy as a framework for our ambitions for the next five years.

Creating an environment where everyone can contribute to and influence the delivery of care is extremely important to me. I promise that I will work with our nursing, midwifery and AHP staff to enact and implement this strategy to ensure teams feel empowered to make positive change within the workplace.

We will work with service users, carers, and colleagues both internally and externally to optimise patient pathways and strengthen partnerships within our community and integrated care system, to make the West Suffolk NHS Foundation Trust the forerunner in innovative care pathways.

It is a priority to me that our staff feel valued and listened to. We must support each other and make staff well-being integral to every decision we make.

I fully embrace the concept of a restorative culture and I pledge to ensure that this approach is taken at every opportunity, so staff feel safe to bring their authentic selves to work and speak openly and honestly in any forum.

Delivering quality patient centred care is fundamental to all our professions. As forerunners in the Patient Safety Incident Response Framework (PSIRF), I am committed to learning alongside our staff to continuously identify where care can be improved.

The senior nursing, midwifery and allied health teams and I will hold ourselves accountable to the delivery of this strategy, ensuring the ambitions described here make a real difference to our staff and patients. I ask colleagues, both individually and as teams, to bring this strategy to life by thinking about how they can influence care with the priorities described here. Talk about it, share it, and let it be the basis for positive change that makes a difference.

Over the next five years we will face further challenges, but also exciting opportunities. I want us to be proud of the care that we deliver each day, and for the support and resilience we provide to those around us. We are here for the communities we serve, and I look forward to working with our dedicated professionals to deliver this strategy.



Sue Wilkinson, chief nurse

Sue Wilkinson
Chief nurse
West Suffolk NHS Foundation Trust

Our strategic ambitions

The West Suffolk NHS Foundation Trust launched its overarching five-year strategy – First for our patients, staff and the future – in 2022. This nursing, midwifery and AHP strategy is designed to reflect that and to contribute to the delivery of the Trust’s three strategic ambitions while also addressing some of the key challenges our professions face.

Our Trust values and expected behaviours play a critical role in supporting our desire to build a positive, open, and learning culture that ensures a progressive and healthy working environment for our staff. How we act, behave, and do things impacts on patient experience and outcomes.

Our nursing, midwifery and AHP staff make up a large proportion of our workforce and we value the expertise and professionalism that they bring.

We must ensure we empower them to lead and deliver the best care our patients rightly expect and support them to be professional, compassionate, and highly skilled individuals.

This strategy also summarises the influence and impact of national and local strategies and initiatives we are working to and what our nursing, midwifery and AHP staff can do to be part of our success.



Our nursing, midwifery and AHP workforce in numbers

Nurses



Number of nurses across the Trust: 1,213



Total number of nurses in hospital settings: 996



Total number of nurses in community settings: 217



Total number of student nurses: 118

Midwives



Total number of midwives across the Trust: 154



Total number of midwives in hospital settings: 126



Total number of midwives in community settings: 28



Total number of student midwives: 44

AHPs



Total number of AHPs across the Trust: 520



Total number of AHPs in hospital settings: 170



Total number of AHPs in community settings: 350

Please note, student figures are in addition to the total figures given.

National and local perspective

This strategy has been coproduced with the nursing, midwifery and allied health professional members of the organisation's non-medical clinical council. It is framed around local and national strategies to ensure our ambitions match those of our professions and organisation. These include:

National

- [NHS England: Our NHS People Promise](#)
- [NHS England: People Plan](#)
- [The Ockendon Review Final Report](#)
- [NHS East of England: Race Strategy](#)
- [NHS England: Developing workforce safeguards](#)

Local

- [West Suffolk NHS Foundation Trust Strategy: First for our patients, staff and the future 2021-2026](#)

Meet Susan, deputy head of nursing - medicine

Susan came to the West Suffolk as part of an overseas recruitment drive in 2003. She's never looked back.

Susan said: "I was mentored in that early phase, to ensure I was successful in securing my registration to practice in the UK. Over time I progressed to senior staff nurse, completed a degree in nursing with a specialism in cardiology, became a ward manager for the cardiology inpatient ward, and was seconded to be matron for cardiology services progressing to senior matron for the Trust's cardiac centre.

Most recently Susan studied a Master's in healthcare education to further progress and open up leadership and management opportunities. "I thoroughly enjoyed this and did it alongside six colleagues; we supported each other every step of the way and graduated in December 2022," she said.

"I've been supported throughout my time here to improve my clinical and leadership skills. My advice to others is to stretch your portfolio and broaden your view of all services, work with other teams both in hospital and community settings," she continued.

Susan really values the diversity of Trust staff and how various cultures work together as a friendly team for the good of our patients. With a positive support system in place, she believes there is lots of opportunity and encourages, mentors and supports nurses to take the next step.



Ambition: First for patients

We will:

- Plan and provide care collaboratively with our system partners, enabling care closer to home
- Ensure a multiagency approach when our patients transition between paediatric and adult services across the health services we provide
- Ensure that the patient's voice and patient feedback is used to shape and improve our services
- Provide holistic/personalised patient care, understanding the complexities of our patients and their individual needs
- Make returning home from hospital seamless and as safe as possible
- Challenge traditional pathways of care, acting on the learning from the global pandemic
- Understand health inequalities and how this affects communities across the west of Suffolk
- Ensure that patients and families are partners in the planning and delivery of care
- Ensure that an individual's mental health needs are always considered when providing physical health care.



We will achieve this by:

- Fostering and cultivating relationships between health and social care providers, making the navigation of hospital and community services effortless for patients
- Ensuring reasonable adjustments are identified, considered and delivered at all times while patients are in our care
- Using patient feedback, complaints and compliments to improve patient care
- Ensuring opportunities learnt from the global pandemic continue to shape patient care
- Adopting a "home first" mentality and embracing risk when planning discharge from hospital so delays in getting patients home are reduced
- Using telehealth and digital advances to provide care closer to home
- Using the expertise of system partners and our own mental health specialists to support and educate staff and patients
- Implementing a ward accreditation programme that clearly demonstrates what excellence looks like
- Ensuring that we can measure the quality of care provided to assure us the fundamentals of care are delivered every time.

Therapists and collaboration are key for Suffolk Stroke Early Supported Discharge (ESD)

After a stroke left an older patient (87) with complex problems, he was cared for at home by ESD in partnership with Suffolk County Council's HomeFirst service.

The ESD team allows care to be transferred from a hospital ward to a community setting as soon as patients are well enough to go home but still require support. Patients continue their rehabilitation therapy at home with the same intensity and expertise that they would receive in hospital.



Although his hands and arms were not affected, his memory, speech, swallowing and balance were. His care included four weeks of intensive **occupational, speech and language and physiotherapy**, from qualified therapists with support from rehabilitation assistants.

A care plan was shared with HomeFirst reablement support workers for repeated daily dressing, showering and meal preparation practice. Functional training encouraged him to be independent in other day to day tasks, including vacuuming and hanging out washing. All his goals were achieved including some to a higher level than anticipated.

Meet Jo, paediatric unit manager

Registered children's nurse Jo, the paediatric unit manager on the Rainbow Ward at West Suffolk Hospital, has occupied roles in both acute and community settings across many clinical areas.

Jo, alongside the fantastic Rainbow Ward team, has worked hard to ensure that children and young people being cared for, who are admitted with complex and often physical and psychological health needs, experience a safe, comfortable, and positive environment in which to undergo treatment.



Having identified that admissions for children and young people with eating disorders were requiring prolonged stays on the unit, they have been working to implement the Junior MaRSiPAN Guidelines (soon to change to MEED guidelines), to support colleagues with recognising and managing the challenges of caring for this group of young people.

Jo and her paediatric and mental health colleagues have supported the Rainbow Ward team to undertake training on how to best assess and care for those with eating disorders and are bringing acute and community teams closer together to provide more personalised and focused care when they access our services.

Jo also encourages staff to focus on their own wellbeing and to use the staff support psychology team when required.

Ambition: First for our staff



FIRST
FOR
STAFF

We will:

- Ensure that compassionate leadership is the norm not the exception
- Ensure that staff wellbeing and psychological safety is always considered every time, in every team
- Ensure that staff at all levels understand their contribution to positive leadership and peer support
- Make 'speaking up' a positive and encouraging option for our staff to raise concerns
- Create a flexible and multi-professional workforce that meets the changing needs of our patients
- Provide staff with multiple opportunities for clinical supervision
- Ensure that everyone is able to bring their authentic self to work without fear of discrimination
- Ensure staff have the tools and education to care for the complex needs of our patient demographic
- Encourage a culture of innovation, enquiry and quality improvement to proactively seek out safer processes and safer working environments.

We will achieve this by:

- Making leadership training and talent management available for both clinical and non-clinical roles
- Making sure a restorative culture is understood and developed in all team environments
- Building a strong core of professional nurse advocates (PNAs) and professional midwife advocates (PMAs) to support all clinical teams with clinical supervision and wellbeing
- Supporting and training speak up champions in every department/ward/area
- Challenging traditional role boundaries and disciplines to ensure all staff can benefit from career progression
- Promoting and encouraging flexible working practices instead of only accommodating requests when we are asked
- Supporting and developing robust networking groups that serve and give a voice to all staff that need support
- Embedding the principles of the Patient Safety Incident Response Framework into all our learning
- Ensuring human factors training is delivered to as many staff as possible
- Ensuring staff involved in patient safety incidents are supported and developed during the process to get the best learning when things don't go as expected
- Implementing the Schwartz round framework to support and understand the emotional burden of providing care.

Meet Katrina, practice development midwife

As a practice development midwife, Katrina is a key part of the professional midwifery advocate (PMA) service, which nurtures and supports newly qualified and established midwives.

Katrina's focus is to support newly qualified midwives and improve the retention and recruitment of midwives, develop ways to improve their overall wellbeing and help them through any challenges they may face.

Through regular catch-up meetings with them and their team leads, and by giving staff the opportunity to speak candidly, Katrina has identified a set of common themes that her and the team are working to address. This has resulted in more personalised and targeted support to help avoid physical and emotional burnout.

Katrina has also taken on the role of a Freedom To Speak Up champion, meaning she can offer staff greater comfort when they feel the need to raise an issue.



Meet Kelly, ward sister

As part of her role as a sister on a busy ward at the West Suffolk Hospital, Kelly has worked passionately to care for and support the staff in her team.

Kelly has ensured the emotional and physical wellbeing of staff is always considered, and that they have the tools and development opportunities that will allow them to care for the increasingly complex needs of their patients.

Additionally, Kelly has ensured she is both visible and approachable to staff. This allows her to provide supportive clinical supervision, and helps her understand the issues staff are facing, and how those in the early stages of their careers are developing.

As a nurse in charge, Kelly makes sure that her team can bring their authentic self to work without fear of discrimination and communicates with staff at all levels, so they understand the contribution they have to positive leadership and peer support.



Ambition: First for the future

We will:

- Commit to a greener future for our Trust and our patients
- Actively engage with the future system team to influence the development of the future West Suffolk Hospital build
- Recognise the changing landscape of health care in our region and adapt our service to support this
- Ensure our environments are safe to care for vulnerable patients
- Ensure patient care is aligned with the Trust's digital future
- Continue to take the positive changes to service provision and staff wellbeing that were learnt during the global pandemic
- Prioritise mental health and wellbeing for children and young people for inpatients and the wider community
- Make choosing to work at our Trust the most attractive option for all staff working across our region.



We will do this by:

- Improving our ability to recycle, acknowledging the social conscience of our staff and patients
- Providing spaces that are therapeutic to our staff and patients
- Ensuring that shared care plans and support plans are completed for patients whose care crosses traditional boundaries across the integrated care system
- Moving health promotion closer to patients' homes before the need to use our services
- Ensuring that our professional groups are represented and engaged with our future systems workstream, and we influence the progression of digital advances
- Making mental health training more accessible to staff including better understanding of the mental capacity act, and mental health awareness for children and young people
- Including strategies like flexible working and working from home when we plan or review services and roles
- Involving staff in retention strategies so that working here validates, rewards, and motivates our staff to grow their career here
- Ensuring that we all know our responsibilities in the recruitment process so that joining our workforce is efficient and robust.

Meet Mark, head of nursing, future system

With over 30 years of patient care experience, Mark has a wealth of knowledge in delivering positive patient outcomes.

Working and collaborating with regional and national partners, Mark is an integral part of the Trust's future systems team that is developing a new hospital for the area. His work is supporting the government's future hospitals programme, which is delivering the next generation of hospitals across the country.

Mark has been involved in Hospital 2.0, which will act as a guide for how new health facilities are designed, ensuring they are adaptable to the ever-changing health and care needs of our communities.

Mark and the team have worked hard to share and use knowledge from other NHS trusts and the learning from the pandemic, so that the next generation of health facilities are equipped to deal with increasingly complex patient needs, a changing workforce, and larger populations. Mark has also engaged with our own clinical teams to ensure that the new build captures the opinions and future state envisaged by these teams.

The future systems team demonstrates how the Trust continues to innovate, so that it can continue providing high quality care to local communities.



Meet Alysha, paediatric occupational therapist

Alysha works in the integrated community paediatric service supporting children and young people across the west of Suffolk, particularly in Sudbury.

She sees patients in their own homes, special schools, mainstream schools, nurseries and in a clinic setting. She provides a holistic assessment of their physical health needs and support function and occupational engagement. Taking great pride in being professional yet approachable, Alysha builds a rapport with the children, families, and schools she supports.

A service that is varied and interesting, she says she is always learning.

Following training in an occupational therapy rotational role, where Alysha spent time working in the West Suffolk Hospital, community services and in a mental health setting, she decided she wanted to work in the community. She supported multiple community teams and patients in west Suffolk before landing the paediatric role. She believes the initial rotational role was a fantastic introduction to occupational therapy, giving her access and experience in different areas where she could gain a variety of skills and take time to understand where she wanted to work longer-term.



How will we measure our success?

To measure the progress against this strategy we have set out a range of metrics that we will endeavour to meet.

First for patients

- Work with the Trust's patient advice and liaison team to monitor and increase patient voice through patient experience group and stakeholder participation in other local steering groups year on year.
- Roll-out patient profile document to all inpatient areas outside of Intensive Treatment Unit by 2027.
- Participate in annual peer reviews and national audit plans as required (for example, national audit for dementia) and meet the requirements of the recommendation of such reviews.
- Measure virtual ward activity, ensuring target capacity is met year on year.
- Produce nursing quality dashboard by end of 2023 to enable local monitoring of quality and improvement.
- Achieve year on year increase in number of quality improvement (QI) projects captured on the Life QI platform and evidence the impact on patient experience through patient feedback and patient safety data.
- Complete the implementation of the ReSPECT project by April 2023, which enables supportive conversations around end of life care.
- Achieve and monitor 2 hour urgent community response standard from the early intervention team to enable patients to remain at home when in health and/or social care crisis.

Patient profile

The patient profile has been used successfully for several years by the critical care team in the West Suffolk Hospital's Intensive Treatment Unit (ITU). It is a way of gathering information about our patients as individuals and enables our staff to get to know their patients and families better, thereby enhancing the personalised care they provide. This was shortlisted for the Intensive Care Society Awards for the patient centered care category December 2022

Outside of the ITU, the patient profile is being trialled on an inpatient ward with a view to rolling it out to all inpatient wards in the coming months.



Virtual ward

The Trust launched a virtual ward (November 2022) as part of a national programme steered by NHS England to introduce virtual wards to support people at the place they call home, including care homes.

Virtual wards allow patients to get the care they need at home safely and conveniently, rather than being in hospital. They are an efficient model of care providing an alternative to traditional in-hospital care.

Patients deemed suitable for this type of care will be transferred to the virtual ward with a care plan that uses technology to monitor their health at home. The virtual ward team, based at the West Suffolk Hospital, will monitor patients via a virtual ward hub.

Patients' vital signs such as oxygen levels, heart rate and blood pressure will be monitored through the technology provided to them. The easy-to-use technology kit includes wearable devices and contains a tablet so the virtual wards team can be in touch with patients through phone or video calls to provide advice or if the patient is unwell.



First for staff

- Aim for 2-3% rise across the nursing, midwifery and allied health professional groups of staff feeling safe to speak up (NHS staff survey).
- Carry out bi-annual staffing establishment reviews for inpatient and specialist areas; develop a workforce and educational plan that reflects our patient priorities and evolving roles year on year.
- To achieve and have maintained compliance across multiple areas such as dementia awareness; mandatory training; Ockendon by 2027.
- Achieve one professional nurse advocate for every twenty registered nurses by 2024, in line with the Chief Nursing Officer's ambition.
- Achieve increase in NHS staff survey responses to the following questions:
 - I feel safe to speak up about anything that concerns me in this organisation
 - I would recommend my organisation as a place to work
 - My organisation takes positive action on health and wellbeing
 - My organisation is committed to helping me balance my work and home life.
- Work with the Trust's freedom to speak up guardian to amplify when things have changed, or change has been implemented because of colleagues speaking up; use staff forums to regularly share news.
- Achieve 'mature' status in all domains of advanced practice governance in line with HEE expectations by 2024.
- Achieve national accreditation for preceptorship programme (gold) by end of 2023.
- Reduction of turn over to <10 % in all staff groups (including nursing assistants (NAs)).
- Improve vacancy rates to <10% in all staff groups (including NAs).
- Monitor and evidence flexible working requests and opportunities; support managers to talk openly about flexible working (NHS staff survey).
- Establish a feedback mechanism to be offered to all staff involved in new patient safety incident investigations by end of 2023 – use data to articulate support required for staff more generally by end of 2024.
- Implement the Schwartz round framework by the end of 2023.
- Pilot the trusted installer Community Equipment Service programme through a QI project to support all the alliance partners with installation for simple equipment aids in patient homes.

Brave, international midwife

Originally from Zambia, Brave trained as nurse and midwife in 2011. Appointed through the new international recruitment programme set up for local trusts, he joined the midwifery team at West Suffolk Hospital in September 2022. Prior to joining us, he completed his preliminary preparation and exam in English in Zambia and, like all international recruits, worked to complete his objective structured clinical examination (OSCE) at the end of November 2022. This is an assessment of his clinical competence.

Keen to come to the UK to expand his knowledge in all aspects of midwifery practice and progress his career, Brave said: "Within the short period of time I have been here, it is a fantastic place, everyone has been very friendly. I thought the transition was going to be more problematic because we are more paper based back home, but I feel I have adjusted



well to all the new technology and equipment, including electronic record keeping. Everyone has been very helpful; I enjoy working as part of a multidisciplinary team and I love the local area."

First for the future

- Monitor membership of all relevant engagement opportunities, decision making and co-production evidence; implement a model of shared governance/decision making by 2027 that ensures all clinical staff are involved.
- Ensure our professions support and are involved with annual PLACE assessments (patient led assessments of the care environment); deliver recommendations from PLACE year on year.
- Attain dementia friendly accreditation status from Dementia Alliance by 2024.
- Reflect the Trust and national digital strategy and ambitions:
 - train nursing staff appropriately to achieve a closed loop blood management system – a fully electronic process ensuring blood products are prescribed, verified, dispensed and administered in the safest most efficient way - by end of 2024.
 - train maternity staff to achieve a closed loop milk administration – a fully electronic process ensuring milk products are prescribed, verified, dispensed and administered in the safest most efficient way - by end of 2024.
- Recruit to the mental health young people post by 2023; ensure the role works collaboratively to deliver system improvements across the West Suffolk Alliance and Suffolk and North East Essex Integrated Care System.
- Continue building and maintaining strong relationships with multi-professional teams across health and social care system partners – West Suffolk Alliance, Suffolk and North East Essex Integrated Care System (for example in collaboration with our alliance, increase the number of patients that are facilitated to die in their place of choice).
- Develop clear pathways and care management plans for all young mental health patients within our care / community, specifically those transitioning from children to adult services, and reducing length of stay for children and young people with eating disorders.
- Increase the use of amnesty bin locations to support the greener NHS agenda for Community Equipment Service recycling and reuse.

Meet June, district nurse

District nurse June is a long-standing member of the Mildenhall community team.

Working tirelessly to care for the people of Mildenhall and to support the team, she was a particular strength through the Covid-19 pandemic, reliably taking on the many and constant changes that came and adapting to the situation with patience and perseverance.

Having cared for generations of people in Mildenhall, patients have so much trust and faith in her. She has excellent relationships with local GPs, enabling the Mildenhall team to get prompt help for patients when they need it.

June knows and understands her community and her team, and embraces change and new ways of working that benefit patients and staff.



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