

Meeting:	Board of Directors	Date:	4 January 2018
Title:	Nursing, Midwifery and Allied Health Professional – response to the Five Year Forward View		

Summary of paper:	<p>This paper describes the nursing, midwifery and allied health professional response to the five year forward view (NHSE 2014), Leading Change, Adding Value, a framework for nurses, midwives and care staff (NHSE 2016), Better Births, A Five Year Forward View for Maternity Services (2016) and the Trust Strategic Objectives.</p> <p>The paper summarises five commitments on which the professional groups will deliver, which focus on patient quality, patient experience, workforce and leadership development and utilisation of technology to reduce unwarranted variation.</p>
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Consultation / other committee views:	Nursing, Midwifery and Allied Health Professional Strategy Committee Executive Committee
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Assurances:	
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Recommendations/decisions required:	<i>that the strategy is supported to proceed across clinical areas and Divisions.</i>
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Link to Trust Priorities	Link to Quality
<ul style="list-style-type: none"> (1) We will make the patient the centre of everything we do. (2) We will work smarter not harder to make best use of existing resource. (3) We will innovate and identify new ways of working. (4) We will build capacity and capability by investing in our staff, infrastructure and partnerships. 	<ul style="list-style-type: none"> (1) Safety (staffing, falls, never events, handover, SI, safeguarding, infection control, environment, medicines, equipment). (2) Effectiveness (HMSR, SHMI, Mortality, Clinical audits, care bundles, deteriorating patient). (3) Caring (patient experience, patient surveys, friends and family test, patient stories, response to call bells). (4) Responsiveness (complaints, waiting times, cancelled operations, ambulance stays, translation services, comfort factors – TV and seating). (5) Well led (staff survey, staffing levels, sickness rates, flu vaccinations rates, board/ward interactions, staff reports, governance and reporting, risk management, financial control).

Risk issues:	Risk Register Ref No:	Risk Score:
N/A	-	-

Resource Implications: Expenditure / Income net value	Regulations and legal considerations:	Quality consideration and impact on patient and carers:
N/A	N/A	N/A

Report Sign Off:		
Financial	Operational	HR
N/A	N/A	N/A

Confidentiality
This report does not contain any confidential information.

Equality Impact Assessment
Great Western Hospitals NHS Foundation wants its services and opportunities to be as accessible as possible, to as many people as possible, at the first attempt.
This report has been assessed against the Trust's Equality Impact Assessment Tool and there are no proposals or matters which affect any persons with protected characteristics.

Lead Executive Director:	Hilary Walker	Title:	Chief Nurse
Report Author:	Toni Lynch	Title:	Deputy Chief Nurse

1. Introduction

Nursing Together, A Strategy for Improving Patient Care, led by Hilary Walker and developed in collaboration with the wider nursing team in 2012 has provided a strategy for nursing for the last five years. It incorporated the national nursing, midwifery and care strategy, Compassion in Practice (DH 2012). Since that time a number of key strategic documents have since been published, most notably the Five Year Forward View (NHSE 2014), a framework for nursing, midwifery and care staff entitled 'Leading Change, Adding Value' (NHSE 2016) and Better Births, A Five Year Forward View for Maternity Services (2016). Each document outlines the strategic direction of the NHS, all of which aligns and focuses three key principles:

- I. Health and wellbeing – to instil greater focus on prevention to enable health improvement
- II. Care and quality – to reshape care, harness technology and address variations in quality and safety
- III. Funding and efficiency – to maximise resources to enable progression

This paper outlines the nursing, midwifery and allied health professional response and actions for 2017 leading to 2019.

2. Local and National context

The Trust Strategy (2014-2019) identifies four strategic priorities and six strategic objectives, and a number of these align with the Transformation and Sustainability Partnership (STP) across Bath, Swindon and Wiltshire and aim to deliver the tenets of the Five Year Forward View. Subsequently the strategic intent to develop an Accountable Care Organisation across Swindon provides further opportunity to improve care and reduce growing health care costs through the integration of services.

The State of Care report (2017) identified the challenges NHS providers face, described as an aging population with complex co-morbidities resulting in rising admissions and higher bed occupancy which is causing pressure on organisations and its workforce. The abolition of the NHS bursaries for nursing, midwifery and allied health professions has resulted in a reduction in the numbers enrolling with Higher Education Institutes and The Royal College of Nursing has estimated 40,000 registered nurse vacancies nationally (2017). This national picture reflects the local workforce challenges and in 2015 Assistant Practitioners was introduced across the organisation and the numbers continue to grow. Apprenticeships were introduced in 2016 into clinical roles which attract and harness the local community into healthcare careers. The emergence of the Nursing Associate role will further change the workforce composition and this paper describes the next step to further innovate the composition of establishments to provide safe, cost effective care.

This year, particularly it is important to balance our desire to innovate and transform with the requirement to deliver on three key areas as described by the Secretary of State for Health and Sir Simon Stevens: delivery of the 4 hour emergency access standard and the cancer access standard whilst achieving financial balance. As such the work streams described aim to support the Trust achieve success whilst being realistic for the clinical teams to deliver over the next 12 to 24 months.

The work streams focus on a) workforce redesign b) developing leadership capability across the professional groups with a particular focus on allied health professionals c) improving patient safety and workforce experience in midwifery d) improve the patient experience for people with learning disabilities underpinned by the principles of people participation e) improve patient outcomes for older people and f) the use of technology as an enabler to enhance safety (e-observation) and patient flow (Nerve Centre).

3. The way forward

The table below captures actions identified and developed by the nursing, midwifery and allied health teams.

Commitment 4 We will be centred on individuals experiencing high value care. Aligns with Nursing Together Strategy objective c) driving improvements in safety and quality of care		
Action	Lead	Timeframe
a) Implement and sustain the Ward Assessment and Accreditation Framework	Senior Nurse lead	2020
b) Improving older persons health – #endpjaralysis #toofittosit – avoiding deconditioning syndrome, optimising patient outcomes	Wendy Johnson Claire Watts Sarah White	June 2019
c) Implement the Better Births plan to include: <ul style="list-style-type: none"> ○ Optimal birth experience ○ Bereavement care – enhanced training ○ Breast feeding – enhanced training ○ Implementation of aromatherapy – improve birthing experience 	Christina Rattigan Sandy Richards Charlotte Watts Kathryn Owen	July 2018
d) The development and implementation of a quality collaborative to include: <ul style="list-style-type: none"> ○ Maternity Safety Action collaboration ○ Implementation of the National Maternity ‘Each Baby Counts’ review ○ Provide Human Factors training for all staff 	Christina Rattigan Sandy Richards Charlotte Watts Kathryn Owen	Commence April 18, complete April 2020 (NHSE led)
Commitment 5 We will work in partnership with individuals, their families, carers and others important to them Aligns with Nursing Together Strategy objective a) leading the best patient, relative and carer experience		
a) Design and implement people participation methodology to improve the care of people using our services with learning disabilities	Rachel Palfreeman Wendy Johnson	June 2018
b) Service development using co-design to improve the experience of child birth	Sandy Richards Charlotte Watts Kathryn Owen	June 2018
Commitment 8 We will have the right education, training and development to enhance our skills, knowledge and understanding. Aligns with Nursing Together Strategy objective g) delivering a workforce fit for the 21 st century.		
a) Design core training for all bands to facilitate development, competence and career progression for allied health professionals: Bands: 5-6, 6-7, 7-8, 8 and above	Vanessa Ongley AHP leads	April 2018
b) Develop a leadership framework for band 7 and band 8 allied health professionals	AHP leads Caroline Wretham Trish O’Connell Sarah Fallon	April 2018
c) Develop an infrastructure of multi-professional support for allied health professionals	Caroline Wretham Trish O’Connell Sarah Fallon	January 2018
d) Develop a series of master classes for the multi-professional team – band 7’s to Deputy Chief Nurse to support succession	Toni Lynch AHP lead Vanessa Ongley	Commence March 2018

planning	Caroline Wretham	
e) Expand CPD offer/awareness to AHPs: <ul style="list-style-type: none"> o Develop AHP triangles o Accredit in hours CPD with Masters credits o Review existing courses to provide an integrated approach to training and education 	AHP leads Vanessa Ongley Claire Barker	February 2018
f) Improve the knowledge and skills of midwives relating to mental health	Sandy Richards Christina Rattigan	June 2018
Commitment 9 We will have the right staff in the right places and at the right time Aligns with Nursing Together Strategy objective b) strengthening leadership and professional practice.		
a) The development of the Advanced Clinical Practitioner across services	Vanessa Ongley Neal Aplin Chris Pearce Jason Lugg Toni Lynch	March 2018
b) Workforce redesign – scope the Nursing Associate and the development of inter-professional establishments	DDON's Toni Lynch Sharon Jamieson Karen Hawkins Caroline Davies	March 2018
c) Introduction of Assistant Practitioner posts to AHP and Community teams	Vanessa Ongley Jill Kick Caroline Davies Lynn Morrison	March 2018
d) Expand Apprenticeships for new and existing staff:	Nicola Green Vanessa Ongley Service leads	March 2018
e) Recruitment pipeline <ul style="list-style-type: none"> o Confirm strategy and resourcing for work experience o Develop taster days for introductions to healthcare careers o Develop a tool kit for career days 	Alison Morton Vanessa Ongley Emma Richardson Lynn Morrison	February 2018
Commitment 10 We will champion the use of technology and informatics to improve practice, address unwarranted variation and enhance outcomes Aligns with Nursing Together Strategy objectives g) Delivering a workforce fit for the 21 st century		
a) To integrate e vital signs into clinical practice to reduce the incidence of 'failure to recognise the deteriorating patient' thereby reducing harm	Caroline Tandy Toni Lynch	July 2018
b) Scope the possibility of utilising technology to support patient flow (available as part of the Nerve Centre procurement)	Hilary Walker Toni Lynch Caroline Tandy	Demonstration Nov 17

Table 1: An outline of the five commitments for nurses, midwives and allied health professionals to deliver over the next 12 to 24 months

4. Conclusion

The work streams identified above align with the Trust Strategic objectives; they focus on improving patient safety and experience whilst also investing in and developing our workforce.