



# Nursing and Midwifery 3 year strategy

October 2018-2021

*proud  
to care*



**NHS**

**Chelsea and Westminster Hospital**  
NHS Foundation Trust



# Contents



## **Introduction from the Chief Nurse Pippa Nightingale**

**Our vision:** Achieving excellence in nursing and midwifery

I am delighted to present the Chelsea and Westminster NHS Foundation Trust Nursing and Midwifery Strategy—there are around 2,500 nurses, midwives and support staff across the Trust which means Nursing and Midwifery makes up just under half of the total workforce in the organisation.

The impact we have as a group and as individuals on our patients is fundamental to delivering high quality care. I am proud of the care we as nurses and midwives provide to patients in our organisation and the inspirational leadership our profession provides.

Our strategy is underpinned by the Trust values ‘**Proud to Care**’ and three strategic objectives **to deliver high quality care, to be the employer of choice and to be efficient with our finances**. The strategy replicates the national nursing and Midwifery strategy **Leading change adding Value**.





# 5 key nursing and midwifery commitments

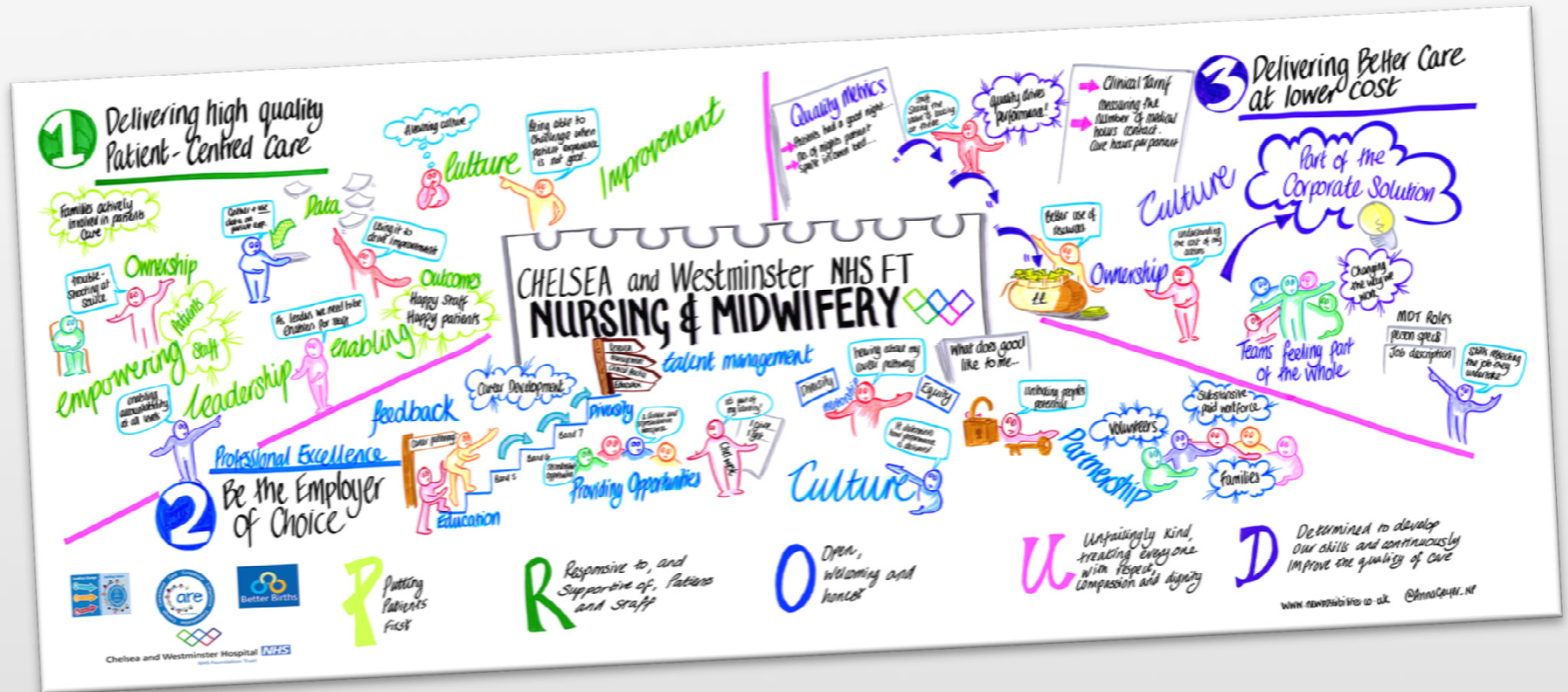
- 1) We will provide safe, high-quality care for every patient, every time
- 2) We will attract and retain the best workforce
- 3) We will ensure education supports the workforce to deliver high-quality care
- 4) We will listen to our patients, families, carers and staff and learn from their experiences
- 5) We will demonstrate the best use of resources and be a national leader in efficient deployment of our nursing workforce







# Nursing and midwifery strategy 2018–21



We engaged with over 300 nurses and midwives in the organisation to develop this 3 year strategy.





## Our vision:

Achieving excellence in nursing and midwifery





# N&M strategy: Commitment 1

What We Will Do	What You Will See Is	How We Will Do It
We will provide safe high quality care to every patient, every time	<ul style="list-style-type: none"><li>• Leaders enabling a culture of learning</li><li>• Data to support each of you in the delivery of high quality care</li><li>• Support to get it right first time.</li><li>• Individuals taking responsibility for care delivered and professional practice</li><li>• Our Staff/Your colleagues working to reduce harm using best practice guidance</li><li>• Improved outcomes in our priority areas</li><li>• Improved patient and staff satisfaction</li></ul>	<ul style="list-style-type: none"><li>• Agree clear objectives which we will support you to deliver</li><li>• Recognise, reward and celebrate excellence</li><li>• Take the next step on our journey to becoming an Outstanding organisation (as recognised by CQC) through the Improvement Programme.</li><li>• Develop a Dashboard for Quality and Care, sharing learning across the organisation</li><li>• Make best use of the tools available to us e.g. e-rostering, safe care.</li><li>• Monitor our performance and regularly share this data with teams</li><li>• Utilise ward level dashboards to support local leadership</li></ul>





# N&M strategy: Commitment 2

What We Will Do	What You Will See Is	How We Will Do It
<p>We will attract and retain the best workforce</p>	<ul style="list-style-type: none"><li>• The right staff with the right skills in the right place</li><li>• An organisation that helps you build/develop your career</li><li>• A competent and capable workforce supported by professional guidance with the tools to do the job</li><li>• Improved attendance, reduced vacancies due to increasing recruitment &amp; improving retention.</li><li>• consistent improvement in national staff surveys</li></ul>	<ul style="list-style-type: none"><li>• We will attract the best staff through flexible working, rotation programmes and continued professional development</li><li>• Recognising and developing all staff to meet their full potential</li><li>• Use of digital solutions to support clinical practice</li><li>• Support staff health and wellbeing</li><li>• Develop a workforce model that meets the needs of our patients and our staff</li></ul>





# N&M strategy: Commitment 3

What We Will Do	What You Will See Is	How We Will Do It
<p>We will ensure education supports the workforce to deliver high quality care throughout their career progression</p>	<ul style="list-style-type: none"><li>• An organisation that helps you build/develop your career</li><li>• Robust processes of preceptorship , clinical supervision, mentoring and coaching</li><li>• Opportunities to support Research, to introduce innovations in practice and to support to publish papers.</li><li>• An engaged and resilient workforce</li><li>• A commitment to equality of opportunity</li></ul>	<ul style="list-style-type: none"><li>• Closer alignment between education and practice</li><li>• Develop programmes of specialist clinical education</li><li>• Offer clear postgraduate career development pathways for nurses and midwives.</li><li>• Develop an HCA Skills Academy</li><li>• Staff are developed and supported through revalidation with annual appraisals and Personal Development Plans</li><li>• Prioritising the role for Nurses and Midwives in Research</li><li>• Ensuring access to leadership and management development programmes</li><li>• Ensure that all senior nurses promote equality and value diversity</li></ul>







# N&M strategy: Commitment 4

What We Will Do	What You Will See Is	How We Will Do It
<p>We will listen to our patients, families, carers and staff and learn from their experience</p>	<ul style="list-style-type: none"><li>• Empowered patients giving feedback and co-designing services.</li><li>• Improved national inpatient survey outcomes with a top quartile target</li><li>• Sustained improvement in Friends and Family Test results</li><li>• Privacy and dignity for all our patients and service users.</li><li>• The use of patient feedback to support learning and celebrate good care.</li><li>• Partnership working with carers and families to promote individualised patient centred care.</li><li>• Visible and approachable leadership</li></ul>	<ul style="list-style-type: none"><li>• Respond appropriately to concerns and complaints; develop a culture of learning in order to drive service improvement.</li><li>• Work with our staff to support and empower them to speak up. Encourage them to take professional responsibility and raise concerns using the support available.</li><li>• Ensure that team members are recognisable, present and available, demonstrating Trust values at all times</li><li>• Embrace different forms of communication tools and media to communicate with our patients, staff, service users and carers.</li><li>• Work with our partners – voluntary, charity, community groups and organisations to encourage listening and engagement; seeking opportunities to develop and learn together.</li><li>• We will ensure our carers are seen as partners in the care of their loved one</li></ul>





# N&M strategy: Commitment 5

What We Will Do	What You Will See Is	How We Will Do It
<p>We will demonstrate the best use of resources and efficient deployment of our workforce</p>	<ul style="list-style-type: none"><li>• Improved visibility of finance and performance data for individual wards &amp; departments</li><li>• Increased visibility of safe staffing levels, use in decision making &amp; national benchmarks.</li><li>• Greater visibility of temporary staffing, and engagement with temporary staffing team.</li><li>• Increased recognition of good and excellent performance</li><li>• An improvement culture that supports and enables all staff to make improvement</li></ul>	<ul style="list-style-type: none"><li>• Improved use &amp; sharing of national benchmarking data</li><li>• Increased ward and departmental accountability with tools to access ward level quality, workforce and finance data</li><li>• Utilising Quality Improvement Programme to provide best care whilst delivering efficiencies.</li></ul>





# What does this mean for my team?

The Commitments	Our Actions	Our Achievements
<p>1) We will provide safe high quality care for every patient, every time</p> <p>2) We will attract and retain the best workforce</p> <p>3) We will ensure education supports the workforce to deliver high quality care throughout their career progression</p> <p>4) We will listen to our patients, families, carers and staff and learn from their experience</p> <p>5) We will demonstrate the best use of resources and efficient deployment of our workforce</p>		





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# Expectations of nurses, midwives and support staff

## As nurses and midwives we stand for:

- **The highest quality patient care** delivered by highly trained nurses, midwives and support staff through knowledge, caring empathy, skill and expertise
- **Development of our profession** through support, education and innovation
- **Working together to be the best**, leading the field nationally and internationally, with ambition and idealism
- **Being central to delivering** the division's, Board's and organisation's goals
- **Stewards of NHS resources** part of our new professionalism







## Uniform standard

- Uniforms should be clean, tidy and in good repair
- No wristwatches
- No bracelets (those of religious significance and medical alerts are worn at your manager's discretion)
- No rings (except one wedding ring)
- Stud-type earrings only
- Necklaces and chains should not be visible
- No nail polish or nail extensions
- Name badges and Trust identity badges must be worn, attached or pinned to uniforms—no lanyards
- 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 may be worn
- Shoes should be flat (or low-heeled), black with covered toes and heels—trainers may be worn, but must be plain and black leather-effect (not suede or canvas)
- Plain, dark-coloured socks should be worn with tunic and trousers





Your notes

A large, empty white rectangular box intended for taking notes.





**Chelsea and Westminster Hospital**  
NHS Foundation Trust

369 Fulham Road  
London  
SW10 9NH

[www.chelwest.nhs.uk](http://www.chelwest.nhs.uk)