NHS
The Robert Jones and Agnes Hunt Orthopaedic Hospital
NHS Foundation Trust

# A Nursing & Allied Health Professionals Strategy 2024-29

*Our Standard is* ***Outstanding Care***

www.rjah.nhs.uk

Staff on Kenyon

Dietician with patient

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Researcher in lab

Staff in theatres

Student on Baschurch

# Foreword by Chief Nurse and Patient Safety Officer

## I am incredibly proud to share 'Our Standard is Outstanding Care' the new RJAH Nursing & AHP Strategy (2024 to 2029).

At RJAH the commitment to delivering excellence in care which is compassionate, innovative, and flexible highlights the unique contribution that Nurses and AHPs make daily. The key organisational Corporate Objectives, no matter the challenges that we face, that underpin the way in which we work, support and care for our patients, their families and each other are:

1. **Deliver high quality clinical services**
2. **Grow our services and workforce sustainably**
3. **Innovation, education & research at the heart of what we do**

We have experienced so much in the last three years. Our expertise, skill, flexibility, and determination to care has been tested more than any of us thought possible. However, we responded, we delivered, and we grew together. It is now time for us to realise our aspirations and potential for all the professions that have been shaped from the learning from our recent experiences.

This learning has been key to shaping the strategy for the next five years. Within this strategy we commit to improve every day, innovate our practice, and celebrate the diversity of our workforce in delivering new services in new ways. Whilst we have individual professional groups who contribute uniquely, when our Nurses and AHPs and support staff come together, they truly shine and do amazing things.

I am particularly pleased that so many of our staff and members of our communities were involved in developing the five commitments at the heart of this strategy. Our strategy aligns with the 'Seven Ps' as set out by Dame Ruth May, the Chief Nursing Office for England, whilst also addressing the more local priorities that our communities need us to address. Our strategy sets the direction of travel for the next five years and I would like to personally thank everyone for their time and energy for their contributions.

Through this strategy I will support the delivery of our commitments and ensure you are supported in the work that you undertake.

*I would like to thank our nursing and AHPs who dedicated their time and energy to develop this strategy*

Looking at the National picture, our Nursing and AHP strategy is aligned to the Chief Nursing Officer for England seven-point strategy which was designed to enable nurses to deliver the NHS Long Term Plan.

| The 7 P's as set out by Ruth May (CNO) in November 2023 are: | |
|---|---|
| 1 | Protecting our planet |
| 2 | Prevention, protection, promotion and reducing health inequalities |
| 3 | Person-centred practice |
| 4 | Public and patient safety |
| 5 | Professional leadership and integration |
| 6 | People and workforce development |
| 7 | Professional culture |

| The Allied Health Professionals (AHP) Strategy for England: AHPs Deliver was published in June 2022 and this details five 'Areas of Focus': | |
|---|---|
| 1 | People First |
| 2 | Optimising Care |
| 3 | Social Justice: addressing health and care inequalities |
| 4 | Environmental sustainability |
| 5 | Strengthening and promoting the AHP community |

Our commitments are firmly aligned with national and local direction and several strategic documents have been used to inform our commitments.

Our strategy upholds and promotes the key components of the professionalism of our Nurses and AHPs and underpins the therapeutic and trusting relationships necessary for delivering high quality, safe and compassionate care.

**RJAH therefore expects all nursing staff demonstrate these qualities and act in accordance with Nursing, Midwifery Council Code (2015) principles of:**

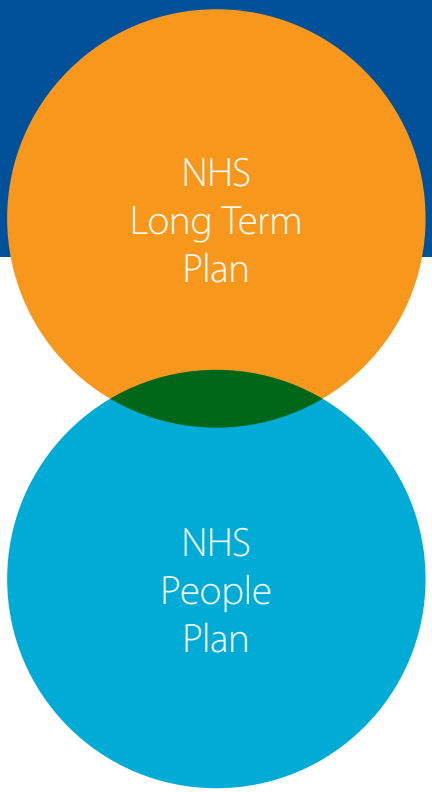
| | |
|---|---|
| 1 | Prioritise people |
| 2 | Practice effectively |
| 3 | Preserve safety |
| 4 | Promote professionalism and trust |

**And all AHP staff to follow the Health and Care Professions Council (2016) standards of conduct, performance, and ethics:**

| | |
|---|---|
| 1 | Promote and protect the interests of the service users and carers |
| 2 | Communicate appropriately and effectively |
| 3 | Work within the limits of your knowledge and skills |
| 4 | Delegate appropriately |
| 5 | Respect confidentiality |
| 6 | Manage risk |
| 7 | Report concerns about safety |
| 8 | Be open when things go wrong |
| 9 | Be honest and trustworthy |
| 10 | Keep records of your work |

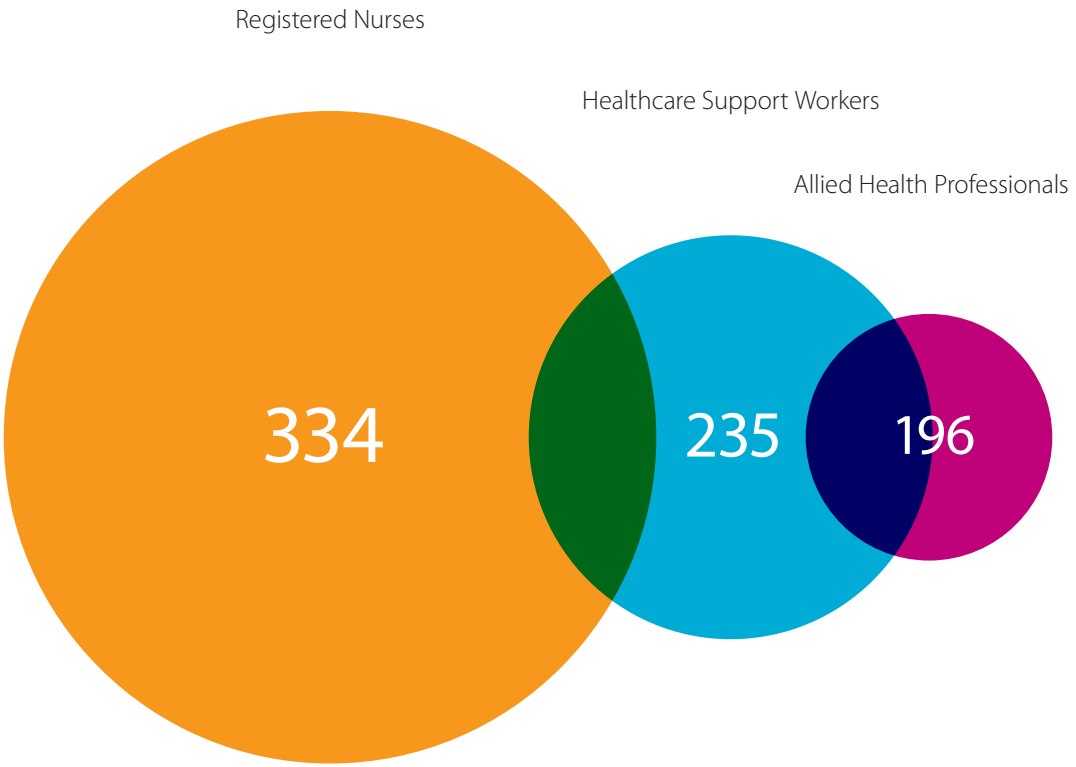
**This Nursing and AHP strategy are supported and connected with our:**

| | |
|---|---|
| 1 | Trust Strategic Objectives |
| 2 | Trust Inclusion Priorities |
| 3 | Trust Quality Strategy |
| 4 | Trust People Strategy |
| 5 | Digital strategy |
| 6 | Patient engagement and experience strategy |




## It has also been developed to reflect the national and local policy drivers, particularly:

# Who we are . . .




We have a number of diverse Nursing and AHP teams working within RJAH, examples of roles include;

Childrens Nurses

Nursing Associates

Operating Department Practitioners

Radiographers

Adult Nurses

Infection Prevention and Control Practitioners

Safeguarding Practitioners

Physiotherapists

Occupational Therapists

Dieticians

Podiatrists

Speech and Language Therapists

# Co-Production

It was important that this strategy was co-produced via engagement with all nursing and AHP professionals in RJAH. All professionals have been encouraged to **engage across multiple platforms** including the Trust intranet. We also specifically attempted to engage those from under-represented groups. The engagement work was done between June 2023 and January 2024:

- Held **four workshops**, covering all localities
- Set up a **'survey monkey'** questionnaire that all staff could contribute to
- Met with or spoke to representatives from **under-represented groups**
- Consulted with **patient groups**
- Engaged with **regional colleagues**
- Studied key **national policy documents**
- Completed a **thematic analysis**
- Held a **Further Engagement Event** to test and refine findings
- **Staff survey**

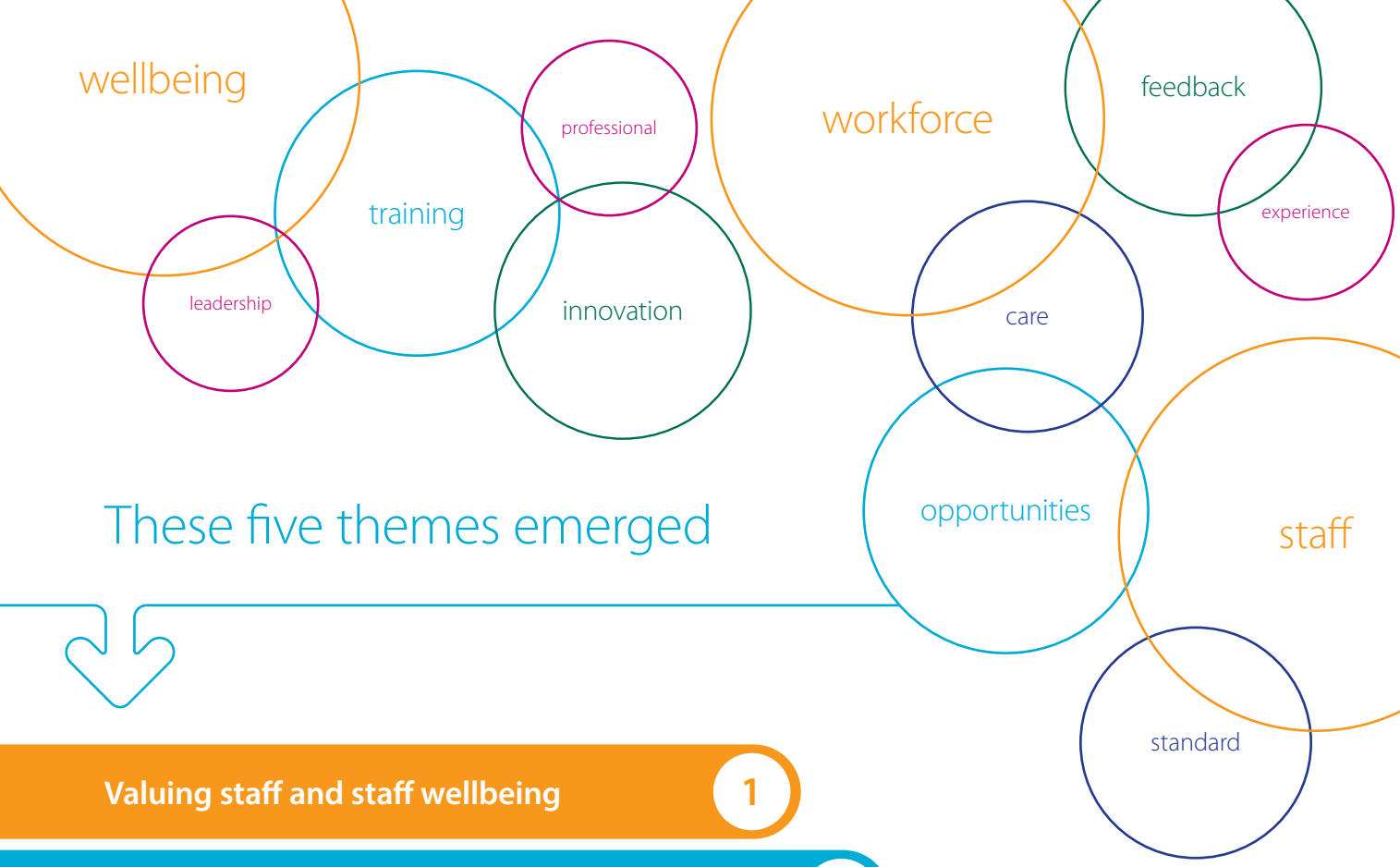
## Engagement

**6 focus groups** with 39 members of staff across all disciplines producing 185 comments

**58 survey responses** producing 172 comments

**Flip charts** in Theatres creating 14 comments

**Interactive whiteboard** generating 22 comments

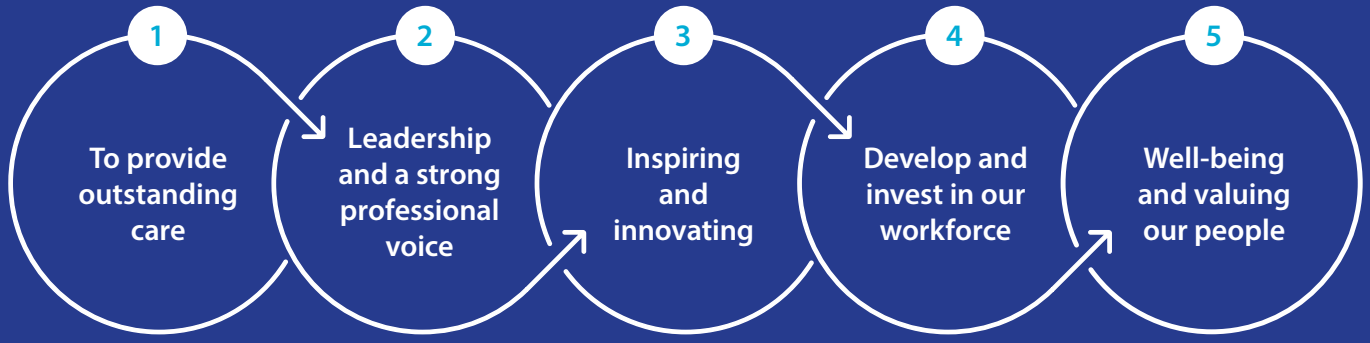



## These five themes emerged

1. **Valuing staff and staff wellbeing**
2. **Training, development, and education**
3. **Leadership and a strong professional voice**
4. **Outstanding quality care**
5. **Innovation and improvement**

## Commitments

This strategy builds on the **5 themes** and sets a trajectory for achieving our nursing, and AHP ambitions over the next five years. We have identified five commitments for development from listening to our staff and patients:



| **Commitment One:** To provide outstanding care | |
|---|---|
| 1 | Focus our attention on the delivery of the Trusts Quality Strategy and Quality Improvement Priorities which support us in the aim of delivering safe, effective and harm free care |
| 2 | Continue the roll out and embedding of PSIRF |
| 3 | Use technology to enhance care delivery |
| 4 | Implementation of a quality accreditation programme to drive continuous improvement in patient outcomes and experience |
| 5 | Delivering care, which is compassionate, evidence based and minimises harm |

## We will achieve this through:

- Developing and embedding a Quality Strategy Trust wide.
- Having an open culture where people report incidents and take responsibility for taking action to minimise risks.
- No patient will experience care in an environment shared with the opposite sex unless it is clinically necessary to do so.
- Producing a Nutrition and Hydration Strategy which will include improving the nutrition and hydration status of our patients, through screening and providing interventions when necessary.
- Delivering excellent and compassionate care consistently, reflecting the values of the Trust and our professions.
- Using our quality dashboard and Nursing and AHP quality indicators to make informed decisions that will continue to improve patient care.
- Roll out of the quality accreditation programme to promote and recognise outstanding care.
- Promoting a culture of shared learning, using mortality reviews, events, benchmarking, and positive experiences to inform our working practices.
- Providing patients, their families, and carers with a mechanism to raise concerns at the point of care, allowing for this to be actioned and addressed in real time.

| **Commitment Two:** Leadership and a strong professional voice | |
|---|---|
| 1 | Comprehensive leadership programmes available for all our Nurses and AHPs |
| 2 | Implementation of Shared decision-making councils empowering the voices of our nurses and AHPs |
| 3 | Create a culture of coaching, role modelling, engagement, and support |
| 4 | Building an inclusive environment to develop a diverse range of leaders |

## We will achieve this through:

- Monitoring and ensuring professional and behavioural standards and Trust values are aligned with practice on the shop floor.
- Working collaboratively with NHSI and other NHS institutions to develop a best practice toolkit by sharing good practice from our career development pathways.
- Developing and implementing a bespoke Learning and Development Strategy for nursing and midwifery staff across the organisation, including supporting the Chief Nurse Fellow Programme and other models of continuous professional development which support the new models of care.
- Ensuring we have an effective Training and Education Strategy which underpins all the strategy commitments.
- Prioritising learning and supporting a just culture by promoting reflexivity and learning from near misses.
- We will implement plans to improve flexible opportunities for prospective retirees that includes Legacy Mentoring.
- We will continue to provide Health and Wellbeing and career Conversations.
- We will continue to work towards achieving Kite mark recognition for our preceptorship provision.
- We will provide restorative clinical supervision and support for our Nursing and AHP staff by embedding Professional Nurse/ AHP Advocates, signposting to Quality improvement and educational opportunities.

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| **Commitment Three:** Inspiring and innovating | |
|---|---|
| 1 | Work to achieve a culture of Nurse and AHP led research, evidencing the impact of what we deliver |
| 2 | Support nurses and AHPs with an interest in clinical academic careers and education |
| 3 | Enable our staff to lead and participate in research by working with our Trust research team |
| 4 | Spread and share quality improvement capability for all nurses and AHP |
| 5 | Celebrating success and showcasing projects |

## We will achieve this through:

- Developing a Research and Innovation Strategy (aligned to the Chief Nursing Officer for England's strategic plan for research, 2021) that sets out the Trust's research and innovation vision, including how we aim to increase capacity in the field of research and innovation.
- Determine the core competencies, skills and experiences required to become successful research leader and clinical academic in the Trust.
- Developing a 'researcher' career map and framework and integrate a bespoke researcher development mentoring framework to support practitioner development.
- Building collaborative research and innovation partnerships and establish a 'research intern' scheme.
- Expanding our 'researcher -in -residence' model of research and establish a virtual 'applied health research hub' to develop our expertise in applied health research.
- Increasing the visibility of research led by Nurses and AHPs and strengthening structures for our clinical academic career pathway.
- Developing a road map for 'growing -our -own' clinical academic workforce from healthcare assistant right through to clinical academic and consultant level practitioner workforce.

4

| **Commitment Four:** Develop and invest in our workforce through Train, Retain and Reform | |
|---|---|
| 1 | To attract and retain talented people with a shared sense of pride and ambition |
| 2 | Introduce new roles from Apprenticeships to Advanced Clinical Practice to complement our skill mix and support the changing needs of the population. |
| 3 | Develop a clear career framework which inspires and supports our staff at each point of their journey and reflects changing roles and opportunities |
| 4 | Providing education and training opportunities – Ensuring equal access to educational funding and an equitable model for protected learning time |
| 5 | We are the first choice for work for people in our communities |
| 6 | We support our next generation to access routes into health care professions, to develop a sustained future workforce talent pipeline |

## We will achieve this through:

- Growing a nursing, midwifery and AHP workforce that is resilient and sustainable using regular supervision, annual appraisal and career enhancing development opportunities.
- Partnering with universities, education providers and stakeholders to expand our clinical placement capacity, ensuring a holistic experience of learning for students and a quality environment for learning and practice development.
- Enabling a proactive and systemic approach to workforce expansion and transformation to promote effective recruitment and retention across all clinical disciplines.
- Consolidating the components of career maps projects, including implementation of new roles and the development of a suite of intergenerational career pathways and talent development opportunities.
- Working towards achieving a workforce that is truly representative of our community to help enhance service quality and ensure that the service reflects the needs of all staff.

5

| **Commitment Five:** Well-being and valuing our people | |
|---|---|
| 1 | Creating a culture driven by meaningful recognition |
| 2 | Showing compassion to our staff as well as our patients |
| 3 | Ensuring the maturing workforce are supported to transfer their knowledge skills and expertise into relevant Roles |
| 4 | Annual Nursing and AHP recognition awards |
| 5 | Enhance staff networks internally and externally |
| 6 | Looking after our people - Our people will feel valued, nurtured, supported, and cared for and will recommend us as a great place to work |

## We will achieve this through:

- We will embed the right culture to improve retention.
- We will continue to embed an approach to enable our people to be physically, mentally, and emotionally healthy and well.
- We will understand and value all the different roles and professions that make up our workforce.
- We will celebrate the expertise of our people and embed celebration of learning, development, and research days.
- We will enable our people to move roles and open opportunity for cross discipline practice.
- We will provide rotational career opportunities, including across system partnership working.
- We will promote return to practice opportunities as part as out standard recruitment processes.
- We will improve our keeping in touch and exit processes.

# Pathway to Excellence®

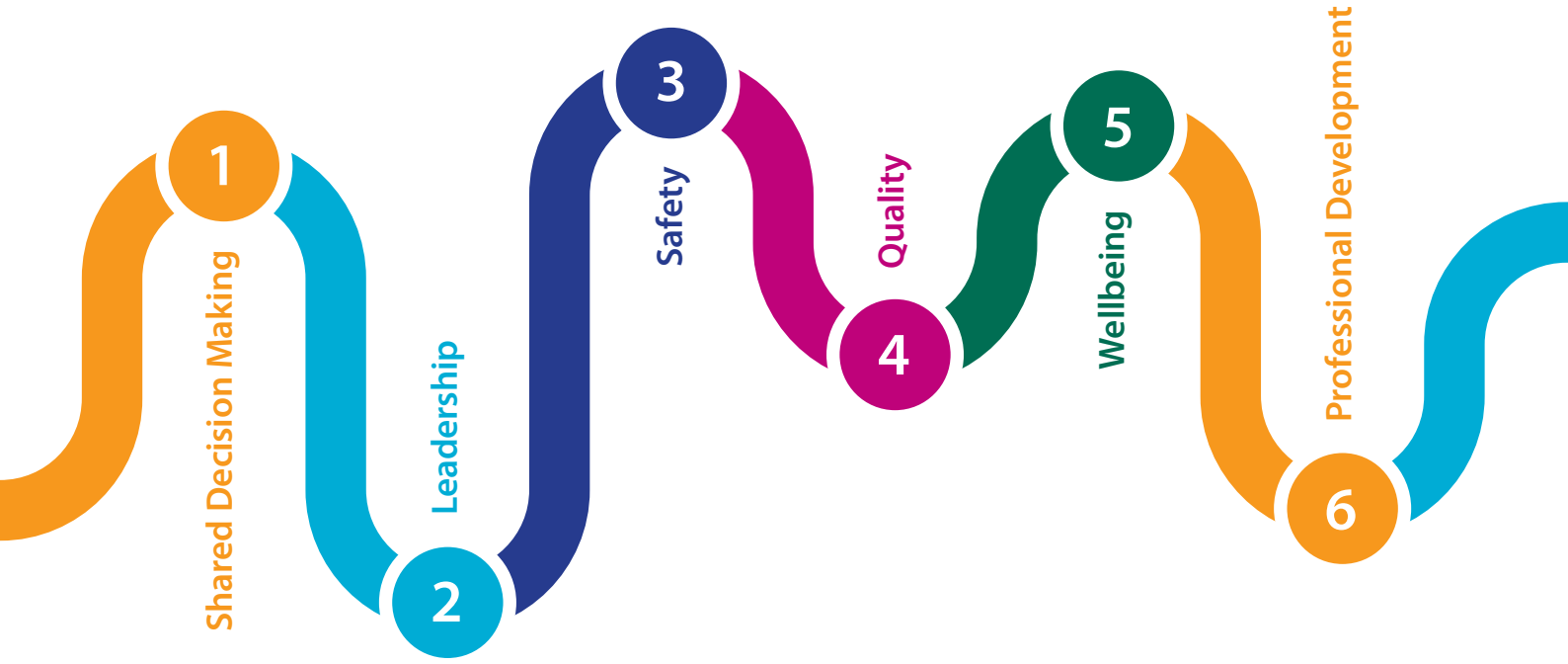
## By 2029, our vision is to be the first Trust in STW to achieve Pathway to Excellence® designation.

In 2018, Northampton General Hospital became the first Trust in the UK to achieve Pathway to Excellence® Designation; a vision which is now shared across Kettering General Hospital. Pathway to Excellence® is a framework commissioned by the American Nurses Credentialing Center (ANCC) to accredit organisations which are 'Positive Practice Environments'. The CNO for England, Ruth May, also sees Pathway to Excellence® as an integral part of achieving her vision of Nursing & Midwifery Excellence.

### Overview of the ANCC Pathway to Excellence Program | ANA (nursingworld.org)

Over the coming years we are committed to creating a positive working environment for our Nurses, and AHP's. This will enable them to flourish because they experience job satisfaction, professional growth and development, respect, and appreciation. Pathway to Excellence® has been shown internationally to improve recruitment and retention of staff, improve patient experience and reduce preventable harms. We see this as an integral part of enabling our Nurses, and Allied Health Professionals to lead on our commitment of being 'Dedicated to Excellence'. Pathway to Excellence® comprises of 6 Standards which must be embedded within organisations to achieve designation; Shared Decision Making, Leadership, Safety, Quality, Wellbeing, Professional Development.

The ANCC have now expanded their survey requirements to include Midwives and Nursing Associates. Across the Trust we recognise the importance of also hearing AHP voices and their valued contributions to our hospital, therefore, will be working to include these groups as part of our journey to achieve the **Pathway to Excellence®**.



# Implementation, Monitoring and Evaluation

The strategy's commitments will be achieved through the delivery of a detailed overarching action plan, identified clear milestones and lines of accountability.

Progress against the actions will be monitored by the commitment leads.

To keep the strategy 'live', embedding the commitments and actions locally will be the responsibility of the senior Nursing and AHP team.

Overall progress on delivery of the strategy will be monitored by the Chief Nurse and Patient Safety Officer.

Progress will be presented regularly through the SNAHP meeting and onwards to People & Culture Committee and Trust Board.

# In Conclusion

Our strategy aims to set the outline of what is needed to be the best and support our colleagues across the Trust.

This is a springboard to further our work as a strong multiprofessional clinical workforce,

empowering individuals and teams to respond and lead on the ambitions outlined for the future.

We have been ambitious in our vision for the future, recognising the challenges we may face, some of which are unknown. We are confident that we will rise to meet these with optimism, appreciation and kindness for each other.