



Our Responsibility...
Every person matters

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It's very important to
remember that patients don't
fit into neat boxes

Forewords

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In my role as Chief Nursing Officer at the Department of Health I am able to spend time with nurses up and down the country, observing the work they do and hear from them, what concerns and pleases them most, about their role and the care they provide for patients.

While no one could deny the present economic climate in which we find ourselves will present difficult choices and decisions in the coming years for all in health care, I have never felt more optimistic about our profession. Lord Darzi set us a challenge in the Next Stage Review when he spoke of high quality nursing being crucial to achieve high quality care for patients. This gave impetus to a stream of work to identify what we mean by high quality nursing, how we can measure it and how we can use such measurement as the basis of continuous improvement. This agenda has captured the imagination of nurses everywhere. They have entered the debate, keen to share what indicators of quality they find useful, and willing to support work to identify a robust framework for evaluating and strengthening the nursing contribution to achieving the best possible outcomes and experiences, for all of our patients.

This is a sign of a mature and healthy profession, where members can agree what constitutes the best possible practice, acknowledge when standards are not reached and take action across a number of fronts, to achieve change.

The Transforming Community Services programme is taking the ambitions of the Next Stage Review: high quality care for all, much closer to home. This far-reaching programme to ensure the very best care is available everywhere, is being supported enthusiastically by all of the people, over 1000 in total, whom we have managed to engage in the work. Nurses have told us what they think will make the greatest difference to improving the quality of care and strengthen their public health role, and are seizing the opportunity to lead change from the front-line.

The vital first step in implementing change is to set out a clear strategy, incorporating principles, action needed, and how success will be measured. This is why I am so pleased to be able to contribute to the Leicester City Community Nursing Strategy and I wish you every success in the future in what you are doing to champion quality community services for the people of your city.



Beasley

Dame Christine Beasley
Chief Nursing Officer

This Community Nursing Strategy is the result of the great efforts of nurses in Leicester city who have come together to reflect on how nursing needs to further develop and adapt over the next five years, to ensure that patients receive the best quality community nursing service.

Community nursing celebrates a long history of providing expert care to individuals and families within their communities. Looking back we can see how much progress the profession has made and how the image of nursing has changed. We look forward and see the many possibilities of further advances in nursing, bringing together highly technical skills, knowledge, evidence base and therapeutic partnerships focused on compassionate and holistic care.

Our responsibility is to ensure the preparation and development of the community teams is providing strong clinical leadership so that the workforce is fit for the future and focuses on partnerships, promoting health and well being and reducing inequalities in health.

I commend the engagement of every single nurse and the emphasis on every one counts, in developing this strategy.



There are significant challenges ahead in developing a competent and flexible nursing workforce who can lead in a changed health care system and the need to modernise the image of nursing and nursing careers. This strategy makes a commitment to achieving these goals and I commend this document to you.

Professor Dame Catherine Elcoat DBE

Introduction

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Welcome to Our Nursing Strategy 2009-2014.

It is almost 5 years since the last strategy was developed following the launch of 'Liberating the public talents of community practitioners and health visitors' in 2003. Since then two workforces from different sides of the city have come together to work as one team. The changing relationship between the commissioning and provider function creates potentially not only independence but many opportunities (and yes more change). Nurses have always embraced change and this is without exception.

In developing this strategy there has been a focus on the principle of every single nurse matters, everyone from band 2 upwards has been involved. Together with our focus on every single person counts, this strategy has recognised 4 key enablers for our future success: the best leadership, quality, productivity and communication. From all the comments elicited, 7 themes have been identified, which feature as the leading areas for further action and development. They include, patient involvement, patient safety, clinical pathways, staff wellbeing, innovation, managing the talent and the environment.

Nursing has always been at the centre of our communities, working with the whole family, we want to guarantee our commitment to what counts:

Clinical and patient involvement to drive change and improve quality and patient outcomes with action on inequalities.

Collaboration and effective relationships with our partners focusing on integrated care based on individualised pathways.

Moving away from a 'sickness service' to our role in supporting individuals to keep healthy.

Developing a 'workforce fit for the future' and providing the resources to allow people to be the very best they can be.

Releasing time for staff to provide effective care and assuring patient safety.

This strategy is only the beginning of our journey to being the very best we can be, a world class community service. Throughout this document, you will see the contribution from nurses that have been so important in developing this strategy.

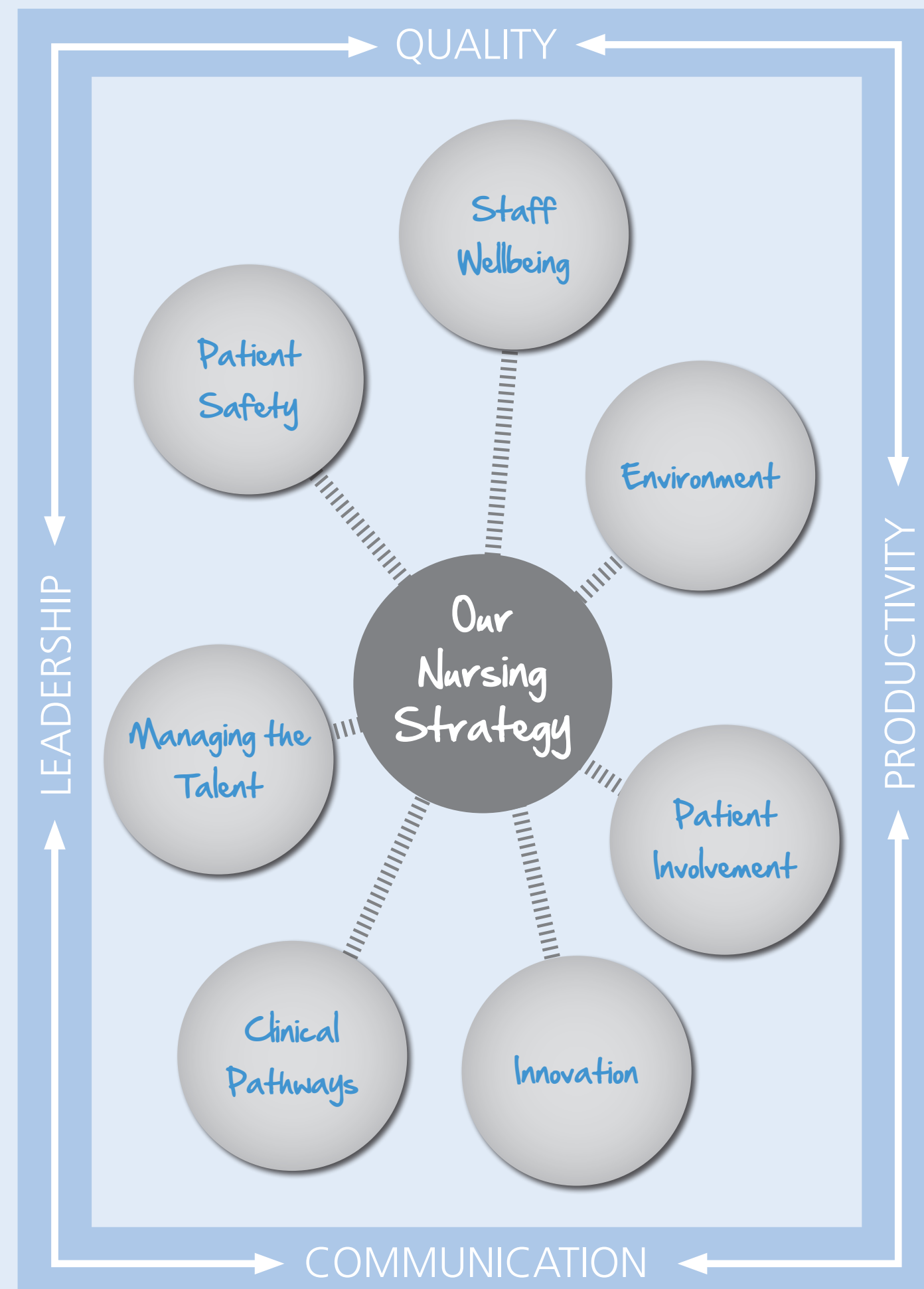
We would like to thank everyone for their particular involvement and continued support in implementing the identified actions and ongoing quality self evaluation tool.



Jane Holroyd – Associate Director
Adult Community Services



Anne-Maria Olphert – Associate Director
Children's Community Services



Why develop a Nursing Strategy?

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The next five years will see an unprecedented change in healthcare delivery, moving from professional groupings to partnerships, reactive treatment to a prevention model. The future is about local ownership and leadership, of improvement in services with quality and positive patient experience as the organising principles.

Nationally: Transforming Community Services guidance launched in January 2009 sets the blueprint for shaping community services together with High Quality for All (2008) and the NHS Constitution (2009) there are real pledges to patient involvement and quality experiences. In addition for Children's Services we have the Children's Plan (2008) which aims to make this the best place in the world for children to grow up. The bringing together of regulation of health and social care, through the creation of the Care Quality Commission (CQC), gives a clear message in terms of a move towards integrated partnerships between social and health care.

Locally: Our services must be responsive to local population needs, as outlined in the Joint Strategic Needs Assessments (JSNAs) and the Local Area Agreements (LAAs). In the new world of commissioner and provider split, we also need to respond to commissioner intentions to be the provider of choice.

So, we are developing a nursing strategy to express our response to the above drivers for service change to create a workforce fit for the future challenges.

Our organising principle is that "every person matters – every nurse, every patient, every carer, every family".



Developing the Strategy

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Every Nurse Matters...

Open Space methodology was used and every nurse was invited to have their say. Drop-in events and discussion groups were organised; some people emailed their views in. This was to enable all staff to consider the context for the future of nursing and have their say in how this strategy should be shaped and what it should contain.

Our approach was to gain the views of ALL nurses, from band 2 and above, across childrens and adults.

Staff were encouraged to have strategy discussions as part of their daily activities, in operational meetings, team areas and collected views and thoughts; these were fed into the emerging themes and organisational frame of key enablers for success.

A range of communication approaches were used, including developing a succinct staff briefing paper, outlining the context to support face to face discussions; an area on the PCT intranet dedicated specifically to the strategy development; with an email address created for receiving ideas, comments and suggestions.

The team acknowledged early on and made a commitment that writing the document is just the beginning.

It was recognised that 'our enablers for success' were Leadership, Quality, Productivity and Communication.



Our Enablers for Success

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To make the strategy a reality will require work on four essential organisational enablers to be successful – these will determine the culture that will deliver a world class service.

Quality - needs to be central to everything. Striving for the highest quality patient experience and outcomes with services designed to be safe and reliable; protecting the most vulnerable, particularly through Safeguarding.

Leadership - you recognised the principle that 'leadership is not a position it is a choice' (Steven Covey) and that the development of leadership skills within everyone was a strong theme.

Productivity - demonstrating best value for money to commissioners and the public was also seen as vital. Quality and productivity are integrally linked, to focus on designing and streamlining our work processes, to deliver both simultaneously is essential.

Communication - designing improved communication flows with truly top-down, and bottom-up commitments. To ensure staff at all levels are aware of strategic goals and objectives and their individual role in achieving these. Communicating better with our external partners based on honesty, openness and tailored to need was also identified as paramount.

Leaders are not born or made, they are self made through choice
- Steven Covey

Live in London,
Red Audio 2005, 2006



Our Staff Themes

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All your thoughts and ideas were captured and seven key themes became clear.

- Patient Involvement & Experience
- Patient Safety
- Clinical Pathways
- Staff Wellbeing
- Innovation
- Managing the Talent
- Environment



Patient Involvement & Experience

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Principles: Involvement is a means of improving services, not a problem to be solved. Patients are partners at every level, from their individual care to service redesign and, where appropriate, including their carers and families. A focus on making every patient interaction count and for that experience to be unique and the very best it can be for the individual, whatever their diverse needs are.

Measures of Success

- Year on year improvements in all patient related areas, measured by local and national surveys.
- An audit of all service redesign initiatives can demonstrate real patient involvement from the start.
- Every aspect, from policies to practice and service improvement to redesign can show there has been an equality impact assessment.
- Board and other operational meeting minutes demonstrate patient engagement and involvement.

Actions

- Embed a systematic approach to patient involvement that links corporate decision-making to the community.
- Ensure commitment to engagement with patients and the public throughout the organisation, from Board room through to every clinical intervention.
- Work with patients to develop appropriate feedback survey questions and provide staff with the results.
- Systematic approach to using real time patient feedback of obtaining intelligence on what matters at every opportunity through audits, surveys, feedback, creating opportunities for patients to share with other patients and patient stories.
- Support staff and equip them with the necessary skills to create real productive engagement with patients, families and carers and to also gain competencies in equality impact assessments.

Respect my dignity and my choices: talk to me, listen to me, know me and guide me (and make me laugh)

Forget professional issues, meet the families needs



Patient Safety

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Principles: Developing a proactive approach to safety with all staff vigilant in designing safety into all work systems and identifying potential for error before it occurs. Help especially to build trust and confidence in the services provided; being better at listening to, responding to and learning from peoples' experiences as near to real time as possible. Being vigilant through robust safeguarding processes in protecting the most vulnerable within the population.

Measures of Success

- Benchmark services with other organisations, locally and nationally.
- Test competencies in relation to child and adult safeguarding.
- Year on year reduction in the number of untoward incidents.
- Year on year reduction in complaints.
- Evidence of feedback and lessons learned with improvement plans completed.

Actions

- Examine all work processes to identify proactively potential safety problems with follow up improvement plans completed.
- Develop an agreed set of measures to demonstrate lessons learned and service improvement and increased patient safety as a consequence.
- All staff will have access to personal development, appropriate training for their role and management support in order to succeed.
- Ensure staff have the necessary equipment to deliver safe care.
- Ensuring safety is on all Board and all operational meeting agendas and part of everyday work.
- Make certain all staff are aware of incident reporting through training, development and awareness raising.

Learn from each other together, learn from mistakes to improve quality

Quality care falls short if partnership agencies fail to be working to the same agenda



Clinical Pathways

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Principles: Working with patients and their families, our partner clinicians and organisations to design clinical pathways that are easier to navigate and add value to treatment and wellbeing. To particularly focus on patient partnerships based on a move away from the sickness service model, to supporting health and wellbeing, embracing the role of supporting self care. All care is based on best available clinical evidence and matched to the Joint Strategic Needs Assessments (JSNAs).

Measures of Success

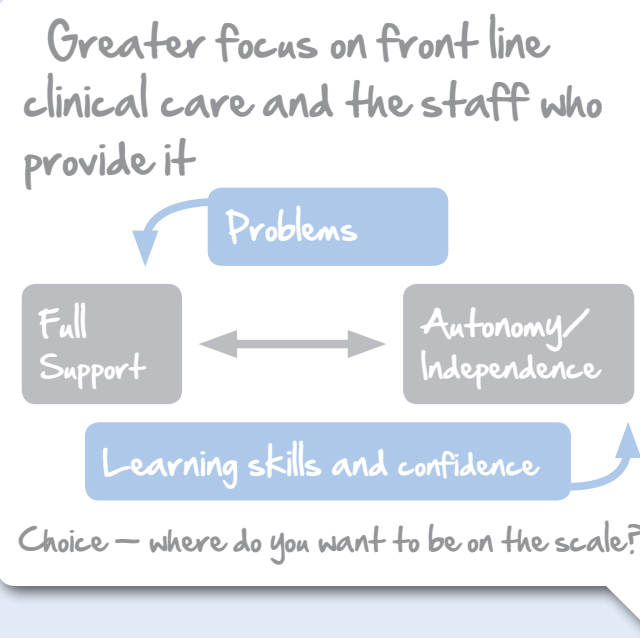
- Using developed Patient Reported Outcomes (PROMs) to measure the effectiveness of patient interventions.
- A reduction in unplanned admissions.
- New integrated clinical care pathways, developed with partner organisations.
- All care pathways provided are measured against best practice evidence and public health data.
- Evidence of staff promoting self-care with individuals, families and carers.
- Children and families transferring to adult services report a smooth transition.



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Actions

- To align national and local Patient Reported Outcome Measures (PROMs) for Community Nursing, taking opportunities to further develop these in partnership with patients, families and carers.
- Embed the new evidenced based child health promotion programme - 'The Healthy Child Programme'.
- Establish a task and finish group to develop processes, to enable smooth transition between children and adult services.
- Involve clinicians in the development and improvement of care pathways.
- To ensure every patient and family contact is an opportunity to promote self care.



Staff Wellbeing

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Principles: Staff are the most important asset and their wellbeing is therefore recognised as vital to the organisation.

The focus on getting staff wellbeing right is also based on the concept that the patient's experience will improve as a result.

Measures of Success

- Year-on-year improvement in staff satisfaction through national and local surveys.
- Year-on-year improvement in the patient satisfaction surveys, national and local.
- Reduced sickness absence.
- Staff report an increased feeling of being valued and involvement in service improvement work.
- Reduction in the number of vacancies.

Actions

- Manage transition and support staff through organisational change.
- Create the best possible working environment.
- Ensure staff are highlighting and encouraged to identify the skills and equipment required to do the job.
- Keep staff vacancies to a minimum.
- Develop systems to enable staff to maintain good physical health and mental wellbeing.

Happy workers are
good workers

Rebrand - More modern
profile / higher profile. Let's
look exciting!

Recapture pride in the job



Innovation (constantly improving)

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Principles: Innovation was identified as central to services to constantly improve the quality of care and health promotion support provided. To be a world class provider and provider of choice requires real involvement of staff in creating effective and best value for money.

Measures of Success

- More staff actively involved in research.
- Local and national recognition for new or improved services through awards.
- Increase in staff feeling empowered to make service improvements as part of their daily work.
- Increased clinical productivity, evidenced through ongoing reviews and benchmarking.

Actions

- Increase participation in formal research and become a member of the National Institute for Health Research Comprehensive Clinical Research Network locally.
- Increase the use of creative thinking within teams and the use of continual improvement methodology (Plan, Do, Study, Act).
- Involve staff in the health innovation and education clusters (HIECs) to benefit from local responsiveness and flexibility in learning opportunities to drive greater innovation across care settings, working with partnership organisations.

We want the chance to shape the future – for patients and staff and see ideas turn into reality

Learning from those at the grass roots, to develop ideas to influence practice for the better



Managing the Talent (More than developing staff)

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Principles: Talent management is the process of ensuring that, as an organisation, there is a continuous supply of highly productive individuals in the right job, at the right time. It is a constant process where talent needs are planned and there is a focus on building reputation and image to attract and retain the very best nurses.

Measures of Success

- High demand for positions within the organisation.
- Year-on-year improvement in staff satisfaction, national and local.
- Developmental outcome measures are achieved for individuals, teams and the organisation.

Actions

- Work with the Human Resources and frontline staff to develop an integrated organisational development plan that supports the workforce requirements of making this overall strategy successful.
- Develop formal staff networking, coaching, mentoring and fully integrated clinical supervision programme.
- Sponsor, support and proactively identify individuals to take advantage of clinical leadership and business acumen development opportunities.
- Develop a two way 'shadowing' programme.

Personal and professional development – with a push in the right direction, lives can be changed

Allow us to use existing skills and develop them more



Environment

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Principles: Minimising the impact on our environment will be an important facet in all service delivery. Working in environments conducive to the best productivity and patient care is also essential.

Measures of Success

- Reduction of utility costs.
- Reduction in paper waste.
- Measure staff mileage against targets set, following introduction of new travel plans.
- Further measures to be developed with the environment champions.

Actions

- Work in partnership with Leicester City and County Councils and other relevant organisations, to develop a plan to make Community Nursing Services environmentally friendly.
- Create environment champions across the service to help identify ways of reducing waste and CO₂.
- Review of all staff travel plans to ensure most efficient journeys, to minimise mileage and unnecessary time wasted travelling.
- Carry out audits of all work environments and action any improvements required.
- Work towards attaining a Leicester City Green Life Award.

As nurses in Leicester, we think about minimising the impact on the environment, which affects health



Make our lives easier by providing the best and safest working environments

The Next Steps

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- Development of the work plan to implement the strategy.
- Establish team work groups to deliver the above agreed actions, with frontline staff leading on each identified key theme.
- Establishment of a Q-set¹ methodology adapted for Community Nursing to evaluate year-on-year progress of the Nursing Strategy and quality outcomes for patients.



¹Q-set is a new ongoing quality self evaluation tool which has been developed by the Royal College of Speech and Language Therapy

And Finally

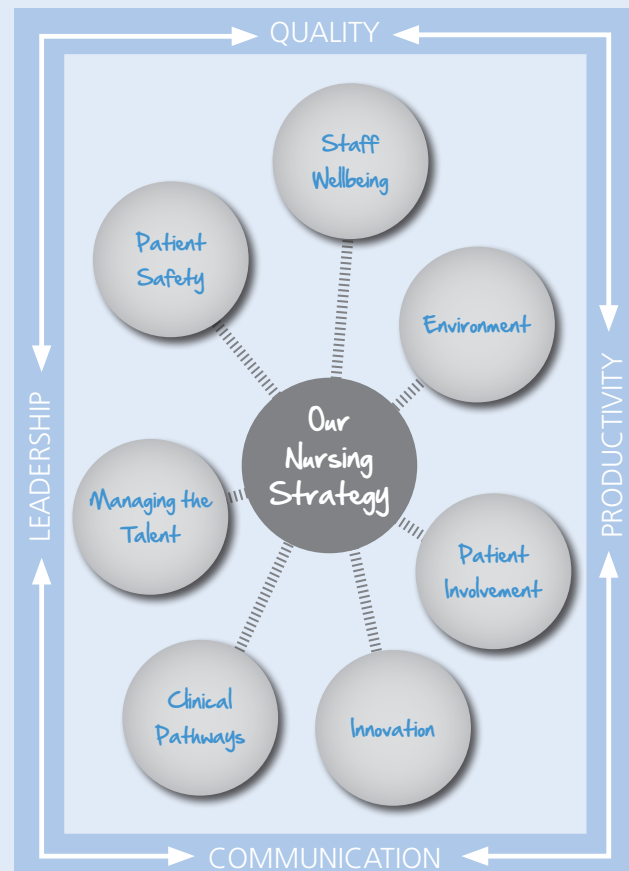
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This is a simple, strong and effective take on how Community Nursing will transform to meet the changes in healthcare delivery.

Quality, Productivity, Leadership and Communication are key principles which will be at the centre of everything, together with a focus on the seven key themes of:

- Patient Involvement & Experience
- Patient Safety
- Clinical Pathways
- Staff Wellbeing
- Innovation
- Talent Management
- Environment

And build a responsive community healthcare service for our patients.



Notes

Use this space to jot down your thoughts and notes about the document.

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Joanne Bale	Chris G Evans	Kailash Jagjivan	Chris Otway	Sandra Sperry
Julie Bamford	J Farrell	Matthew Jennings	Emelita Paik	Jayne Springthorpe
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Julie Bell	Elizabeth Food	Erica Johnson	Lindsey Palmer	Caroline Straw
Elizabeth Bell	Jo Fores	Cathy Jones	Susan Palmer	Emma Stretton
Donna Bentley-Carr	Christine Forest-Potter	Helen Jones	Priti Parekh	Jayne Talman
Sophie Bham	Sally Forgham	Medina Karia	Katy Parkes	Aileen Taylor
Linda Biggs	Robert Foster	Ken Kariuki	Daxa Parmar	Nikki Taylor
Amanda Bland	Tony Foster	Rosalyn Kennedy	Karen Parsons	Kelly Tebbutt
Beverley Bradley	Dilsat Gabal	Alison King	Champa Patel	Kerry Tebbutt
Rachel Braithwaite	Vaishali Gajjar	Susan Kyprianou	Malati Patel	Randeleta Thomas
Penny Branston	Sarah Gamble	Sue J Landon	Lynne Pawley	Helen Thuraisingam
April Branston	Kathy Garrard	Jo Lane	Wendy Pears	Carolyn Tomlin
Penny Braunstone	Kulwinder Gauntlett	Sara Lea	Celia Pell	Yvette Y Toon
Marie Brereton	Ann Gilcrihst	Suzanne Leatherland	June Penfold	Collette Towey
Anthea Brookes	Kam Gill	Frances Lee	Jennifer Pinsent	Jean Tratt
Claire Brookes	Dot Gillespie	Joanne Lee	Karen Plowman	Rachel Treanor
Christine Brookes	Lorraine Gooddacre	Pamela Lees	Jo Polkey	Lynda Vendyback
Debbie Brookes	Nicola Goodwill	Caroline Leonard	Tracey Prendergast	Ruxana Vindhani
David Brown	Pat Goodwin	Elaine Liqueurish	Ryan Price	Christine Walbrook
Janey Brown	Suzy Gordon	Justine Locke	Jeannette Priestly	Carroll Warner
Jane Bulman	Jo Gotheridge	Jayne Lovegrove	James Rai	Maggie Warrington
Mohammed Burani	Katy Grant	Julie Maidment	Niru Rana	Karen Watkins
Elizabeth Burleigh	Jane Gray	Pushpa Makan	Mark Randall	Barbara White
Louise Burton	Leane Gray	Jo Markfield	Virginia Rayner	Kim Wilding
Susan Calcott	Ruth Greg	Alice Martin	Nicola Rhodes	Zoe Wilkes
Graham Calvert	Andy Griffiths	Cheryl Martlett	Barbara Richmond	David Wilkinson
Sue Campbell	Sam Grove	Christie Matthews	(Jocelyn) Anette Roberts	Jackie Wilkinson
Wendy Cessford	Jo Hackman	Kate McGregor	Sue M Rosak	Tracey Williams
Anita Champinaria	Caroline Hall	Fiona McGuigan	Vicky Rosevear	Linda Williamson
Laura Chapman	Kathy Hammond	Louise Merricks	Ivy Rushby	Una Willis
Sally Clare	Jane Harby	Rob Metcalf	Elizabeth Samson	Kelly Wilock
Debra Clarke	Sonja Harman	Anthony Mills	Kirsty Sandham	Kirsty Wiltshire
Ann Clements	Zoe Harris	Jane Millward	Shirley Sansom	Alison Woodridge
Lisa Clinch	Linda Ann Hart	Chandrika Mistry	Rebecca Sekyere	Shelly Woodruff
Jane Coates	Vivian Hayden	Jacqueline Mitchell	May Shah	Sara Yardley
Aileen Collins	Jo Hayes	Gita Modhwahdia	Samantha Shaw	Lavina Yarwood
Faye Crabb	Lynda Hennessey	Terri Morell	Rachel Sheard	Louise Yorke
Kim Craig	Toni Hollis	Nicky Morrell	Hayley Shearer	
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