Draft Islington Clinical Commissioning Group

Nursing Strategic Framework

May 2013
Introduction

Islington’s nursing vision
Wherever patients encounter nursing & midwifery services in Islington, we want them to experience nursing and care of the highest quality, which will support them in achieving optimum health and well-being.

To do this we need to create and maintain a culture that encourages and supports compassionate care.

This strategy has been written for:
- Individual nurses – to reflect on and continually improve their practice;
- Organisations that employ nurses – to ensure they value the contribution nursing can and should make to their success;
- Commissioners of health care – to involve nurses and midwives in the planning of health services across Islington; and most importantly
- The population of Islington and the communities we serve – to understand the standards of care and compassion they can expect every time they meet with a member of the nursing profession.

Everyone has a responsibility to ensure that this happens, from individual nurses & midwives, to teams, managers and organisations – both those providing care and those commissioning it. We want the nursing voice to be heard throughout Islington, for nurses to be represented at all levels – from ward to board. Not just in the delivery of care but in all aspects of healthcare delivery and commissioning.

There are already many standards that relate to nursing and the organisations in which nursing happens (Care Quality Committee (CQC) standards, Ofsted standards, Dignity in Care, NICE guidance, Nursing & Midwifery Council (NMC) code of conduct). This vision and strategy are intended to complement these, and are based on the 6 values outlined in Compassion in Practice, the Vision & Strategy for Nursing from the Department of Health and the National Commissioning Board (2012).

Islington CCG believes that all nurses should demonstrate the six core values of care, compassion, courage, communication, competence and commitment. These should be embedded in every encounter where patients receive nursing in Islington. They are rightly the behaviours that our residents expect nurses working with residents of Islington to display.

Most nurses, midwives and health care assistants are committed to providing the best quality care and it is vital that Islington nursing is of a sufficient standard to prevent the unacceptable substandard care that has been so graphically described in the two reports by Mr Robert Francis (2010, 2013) concerned with events at Mid-Staffs.

This framework describes what is expected of individuals, teams, managers and organisations in demonstrating those behaviours and in the actions that go alongside them, outlined in Compassion in Practice, which identify priority areas to work on to help those behaviours become embedded in practice.
There are challenges to achieving this vision and we hope this framework will support individuals and organisations to overcoming them.

All nurses, midwives and health care assistants in Islington will provide care of the highest quality, treating patients with dignity, professionalism and involving them in decision making. Nurses, midwives and health care assistants will be educated and trained to ensure that they offer safe and effective care. They will pay a pivotal role in contributing to Islington CCG’s objectives by exploiting new ways of working, making efficient use of resources through good skill mix and by embracing leadership opportunities.
What nurses do we have in Islington - where does nursing happen?

Nursing is experienced by Islington residents every day of the year. Nursing care is delivered in all sorts of settings, such as the home, in hospital and in the workplace and is delivered by a wide variety of nurses, some specialist, others more generalist in their training.
The 6 C’s – values for nursing
As taken from Compassion in Practice (DH, NCB, 2012)

**Care**
Care is our core business and that of our organisations, and the care we deliver helps the individual person and improves the health of the whole community. Caring defines us and our work. People receiving care expect it to be right for them, consistently, throughout every stage of their life.

**Compassion**
Compassion is how care is given through relationships based on empathy, respect and dignity - it can also be described as intelligent kindness, and is central to how people perceive their care.

**Competence**
Competence means all those in caring roles must have the ability to understand an individual’s health and social needs and the expertise, clinical and technical knowledge to deliver effective care and treatments based on research and evidence.

**Communication**
Communication is central to successful caring relationships and to effective team working. Listening is as important as what we say and do and essential for "no decision about me without me". Communication is the key to a good workplace with benefits for those in our care and staff alike.

**Courage**
Courage enables us to do the right thing for the people we care for, to speak up when we have concerns and to have the personal strength and vision to innovate and to embrace new ways of working.

**Commitment**
A commitment to our patients and populations is a cornerstone of what we do. We need to build on our commitment to improve the care and experience of our patients, to take action to make this vision and strategy a reality for all and meet the health, care and support challenges ahead.
How can we demonstrate these values?

Make sure **care** is
- Person-centred
- Safe
- Evidence based
- Documented clearly and accurately

Show **compassion** by
- Listening
- Understanding the impact of actions
- Seeing each patient as a person

Demonstrate **competence** by
- Being knowledgeable
- Being confident
- Explaining well

Maintain **communication** with
- Patients
- Carers and relatives
- Each other
- Leaders

Have **courage** to
- Speak up when things are wrong
- Overcome barriers and make things happen
- Lead by example
- Make suggestions
- Do the right thing

Be **committed** to improving
- Patient experience
- Patient care
Actions

To make this happen, all nurses and midwives, provider organisations and commissioners need to commit to the following actions

Action area 1
Helping people to stay independent, maximise well-being and improving health outcomes
This requires work on prevention, early intervention and health promotion as well as the treatment of ill-health

Action area 2
Working with people to provide a positive experience of care
Ensuring that service users are treated with dignity, empathy and respect

Action area 3
Delivering high quality care and measuring impact
Care should evidence-based and feel high-quality to the patient. To monitor measures based on outcomes and patient experience should be used, their findings shared and actions taken to result in improvement

Action area 4
Building and strengthening leadership
There is a correlation between strong leadership, a caring and compassionate culture and high quality care. Everyone has a role to play in providing leadership within their teams and upwards to leaders and to Boards. Leaders can motivate their teams to improve the experience and outcomes of the people using their services

Action area 5
Ensuring we have the right staff, with the right skills in the right place
There needs to be a local determination of a suitable staff mix of competency, experience and education in order to best improve the experiences of service users and staff.

Action area 6
Supporting positive staff experience
All of the above will only be achieved if staff are supported to do their work

This strategy asks all concerned to consider their response to these action areas. None of this will happen unless we all take responsibility to act

- All nurses working in Islington need to think about and reflect upon their individual practice against all six action areas;
- All providers of nursing services, employers and commissioners of nurses and midwives should discuss and agree plans for developing the nursing workforce and contribution in all areas; and
- The people of Islington, their families and carers to let us know when they have positive experiences of the nursing profession but also, when they feel let down by us or we have failed to meet the high professional standards that they should expect.
**Individual responsibility:**

- Take opportunities to get to know other nurses – this helps improve communication and integrated care
- Develop skills in health promotion, behaviour change and your area of practice
- Make every contact count
- Ask yourself if you would be happy if your friends or family were to receive the care in your service – if not, do something about it
- Support the patient experience measures that are used in your service
- Actively listen to patients’ concerns
- Act on findings of surveys and audit that indicate that care could be improved
- Share examples of good practice which can be replicated by others
- Participate in appraisal, mentoring and clinical supervision
- See yourselves as leaders in your care setting and role model the 6Cs in your everyday care of patients
- Take responsibility for deploying staff effectively and efficiently
- Identify and highlight ways to improve the staff and patient experience
Provider organisation responsibility:

- Develop an approach for specific services’ contribution to long term health and wellbeing
- Consider how to maximise organisational support to staff to maximise their own health and wellbeing
- Develop a culture in which the values and behaviours of the 6Cs enable nurses and midwives to do the best for the people in their care.
- Ensure all patients registered with a GP in Islington have access to a practice nurse
- Review staffing to ensure that the organisation has the right numbers and skill-mix of nurses to achieve Islington’s nursing vision
- Work collaboratively with other organisations to provide integrated, not repetitive or disjointed, care
- Ensure that there are systems and processes in place to provide nursing care that is of a high standard
- Provide effective leadership, management, mentoring and clinical supervision for all nurses and midwives
- Act on complaints received from patients and on concerns raised by nursing and midwifery staff
- Be open to new ideas that will improve the staff and patient experience
- Demonstrate that nursing and midwifery staff are valued
- Roll out the Family & Friends Test across each organisation
- Carry out patient experience surveys, share the results with staff and take action to address any areas of concern
- Share examples of good practice which can be replicated by others
- Publicise the results of audit
- Provide leadership and mentorship programmes for aspiring leaders
- Determine staff levels using evidence based tools and review and publish at least every 6 months
- Discuss changes to staffing levels at Board level and with commissioners
- Use the 6Cs and assessment of values and behaviours in the recruitment and appraisal of staff
- Embed the 6C’s in any local nursing and midwifery strategy
- Ensure all nursing and midwifery staff undertake appraisal and report it as a positive experience
- Engage staff in decision making
Commissioner responsibility:

- Ensure nursing input into commissioning contracts where nursing care is involved
- Practice nurses to act as clinical leads within the CCG
- Develop practice nursing cohort to ensure skill mix and competence
- Ensure clear requirements on nursing quality, with outcome measures, in clinical contracts, using national standards where possible
- Review audits with commissioned services and work with them to ensure action on the findings
- Act promptly to address services where patients experience poor quality care
- Share examples of good practice which can be replicated by others
- Publicise the results of audit
- Review any changes to staffing levels in relation to patient outcomes and experience
- Review the numbers of nursing and midwifery staff receiving appraisals and reporting it as a positive experience
References

