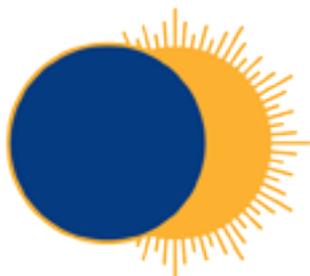


NURSING STRATEGY

2017–2020

Moving forward together



Royal Hospital for
Neuro-disability

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This strategy focuses on what matters most to nurses and healthcare assistants at the RHN – caring for people with profound disability with gentleness, compassion and kindness.

Here, we set out a way forward that will develop and strengthen nursing, professional nursing standards and the care we deliver. We will build an educated, ethical workforce, equipped with the skills to provide our patients and residents with care that is:

- of exceptional quality
- family focused
- holistic

Since arriving at the RHN, I have met many dedicated nurses and healthcare staff who care for patients and residents with complex needs. Their work can be challenging and I am immensely proud of what that they do.

I hope that this strategy will direct and support a journey of professional development, that will enable us to move forward together, providing high quality, humanised care, every day.

This strategy has been developed by the staff who deliver care and by all those who support them in this. I am grateful to all staff, patients and residents who have generously contributed to its development and are committed to its success.



Dr Emily McWhirter
Director of Nursing
July 2017

Introduction

The RHN is a unique community where every person's role, responsibility and purpose is valued. We are committed to becoming a 'humanised' organisation, where providing individualised care runs through every action and interaction with patients, residents and their families. Respect, thoughtfulness and empathy are all principles of a humanised community and this strategy will ensure that these values are at the heart of the nursing workforce.

This strategy will outline the key themes that will develop and strengthen our nursing workforce. It will focus on:

1. Expertise in delivery of clinical care
2. Communication
3. Knowledge of brain injury and rehabilitation

Within these themes, steps will be identified that will support the National Nursing Strategy, 'Leading Care, Adding Value', published by the NHS Chief Nursing Officer (DH May 2016).

It will include areas of development including safer staffing, clinical competence and leadership that have been identified as clinical risks on the RHN Clinical Risk Register, and it will describe how learning from incidents will inform and support practice development.

The RHN recognises the benefits of specialist education, and this strategy will include plans to embed the 'Putney Nurse' course into 'business as usual' – ensuring all nurses at the RHN have the opportunity to take part in this programme and build on an extended and continuous schedule of learning.

A strong evidence base is essential to the provision of high quality care. To date, nurses at the RHN have not typically engaged in research, and this strategy sets out a commitment and plan to grow a culture of research. This will provide a robust body of evidence to continue to improve the specialist and unique work that we do.

National context

The challenges of modern healthcare, combined with the delivery of safe and effective care, require us to use our resources efficiently. The NHS England's Chief Nursing Officer (CNO) has focused on a national strategy to achieve the best quality of experience for patients, by embracing technological solutions to improve patient safety and to effectively work together.

The development of the RHN nursing strategy has been informed by the national context:

Leading Change, Adding Value: A framework for nursing, midwifery and care staff (DH MAY 2016)

It is underpinned by ten aspirational commitments, which address three gaps in healthcare by ensuring that the activities carried out by nurses and healthcare workers are of high value:

- i. The health and wellbeing gap
- ii. The care and quality gap
- iii. The funding and efficiency gap

Our ten commitments

- 1** We will promote a culture where improving the population's health is a core component of the practice of all nursing, midwifery and care staff.
- 2** We will increase the visibility of nursing and midwifery leadership and input in prevention.
- 3** We will work with individuals, families and communities to equip them to make informed choices and manage their own health.
- 4** We will be centred on individuals' experience of 'high value' care.
- 5** We will work in partnership with individuals, their families, carers and others important to them.
- 6** We will actively respond to what matters most to our staff and colleagues.
- 7** We will lead and drive research to evidence the impact of what we do.
- 8** We will have the right education, training and development to enhance our skills, knowledge and understanding.
- 9** We will have the right staff in the right places at the right time.
- 10** We will champion using technology and data to refine our practice, address unwarranted variations and improve outcomes.

Core values

The RHN has four values at the heart of its culture:

- Seeing the whole person
- Willingness to learn
- Honesty and integrity
- Delivery on promises

These guiding principles will guide our behaviour as we perform and carry out our work. They are integral to the development of our relationships both internally and with our external partners, and will be the guiding force behind nursing and HCA development at the RHN.

Expertise in the delivery of clinical care

We will address the challenges in managing wards, provide safe and effective leadership seven days a week, and ensure staff have the resources and knowledge to undertake the jobs required of them as we grow and develop.

How we will do this

By ensuring safe staffing levels we will:

- Understand our ward acuity and templates, developing a bespoke acuity tool calculator
- Bring the temporary nurse staffing in-house by developing the RN and HCA Bank
- Clarify roles and grades by i) redefining HCA skill set and competencies ii) recreating and investing in the role of Sister/Charge Nurse on all wards
- Develop an educational programme to support ongoing professional education and career progression. This will include the Putney Nurse accredited programme for **all** nurses, and a modified programme for HCAs.

By providing seven-day senior nurse cover, we will:

- Provide weekend senior nursing leadership
- Embrace succession planning for the senior team at night
- Support the development of ward managers by effective clinical supervision and a bespoke ward leaders programme, created by the senior nursing team and specific to RHN leadership needs
- Develop the Executive Buddy programme – a supportive, problem-solving partnership between wards and the Executive team which brings the Board and wards closer together.

We will understand, own and be accountable for the management of clinical risk

We will:

- Develop a robust ward audit programme that informs the clinical risk register
- Ensure lessons learnt from incidents are embedded into programmes of change
- Train ward managers to identify and manage ward-based risks
- Develop tools for effective medicines management, including ward-based pharmacy support
- Create ward 'safety champions' who are experts in risk management
- Commit to a bi-monthly internal and external peer review programme
- Ensure senior nurses work clinically – including specialist nurses, Matrons, HoN and DoN.

By growing capabilities around end of life care, we will:

- Develop the role of specialist nurses in end of life care and continence management
- Develop an end of life masterclass programme for RNs and HCAs.

Being proactive in the care of vulnerable patients, by:

- Ensuring nurses and HCAs are experts in safeguarding, MCA and DoLS issues.

Experts in communication

We will be world leaders in communicating with patients and families.

We will:

- Provide intensive training for all ward based staff around methods of communication with patients who have a brain injury
- Create a research programme exploring non-verbal communication
- Embrace the national "Hello my name is..." campaign
- Develop and delivering the 'Better Together' programme. A series of facilitated workshops for families and staff to work together to overcome problems.

Knowledge of brain injury and neuro rehabilitation

Nurses and HCAs will become experts in the field of brain injury and neuro rehabilitation.

We will:

- Support all nurses at the RHN to undertake the Putney Nurse programme
- Develop a bespoke series of study days for HCAs to learn about brain injury, ethics and the law
- Support an annual nursing and HCA conference
- Develop a nursing research programme with links to partner universities
- Engage and work with technological solutions to support patient care.

Measuring success

In order to monitor and measure success, a series of metrics and milestones will be developed from a three-year action plan. These will be logged on a nursing performance dashboard, with regular reports to the Executive team and Board of Trustees.

Patient and relative feedback will be key in measuring outcomes, using innovative solutions for capturing our patients' and residents' experience.

A monthly nursing newsletter will report activity and initiatives.

Conclusion

The challenges that we face together are significant. A national shortage of nurses, financial constraints, and increasingly complex clinical care create pressures that can result in frustrations and compromises. This, in turn, could lead to compromises in the quality of care that our patients receive. This is not acceptable.

If we face these challenges together and commit to building a community that places 'humanised' care at its heart, trusting, nurturing and growing our talents, we will go from strength to strength. The RHN is full of people who care deeply about the work that we do and the people that we care for.

I hope this strategy develops our nursing and HCA workforce over the next three years to become expert carers, leaders in their field and the best nurses they can be.



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