

Our nursing strategy

2018 - 2021





Leeds and York Partnership NHS Foundation Trust
NHS

Leeds and York Partnership
NHS Foundation Trust

NHS

**STUDENT
NURSE**

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Introduction

The Trust is proud to employ more than 1,360 nursing staff. As an employer of choice, we are a high-quality, high-performing NHS Foundation Trust, providing specialist mental health and learning disability services to people in Leeds and York. We also provide a range of specialist services regionally and nationally.

Our nursing workforce continues to grow and develop. We embrace those who are following apprentice pathways or are taking up the associate practitioner and nursing associate roles, in addition to the more established roles of registered nurses and health care support workers.

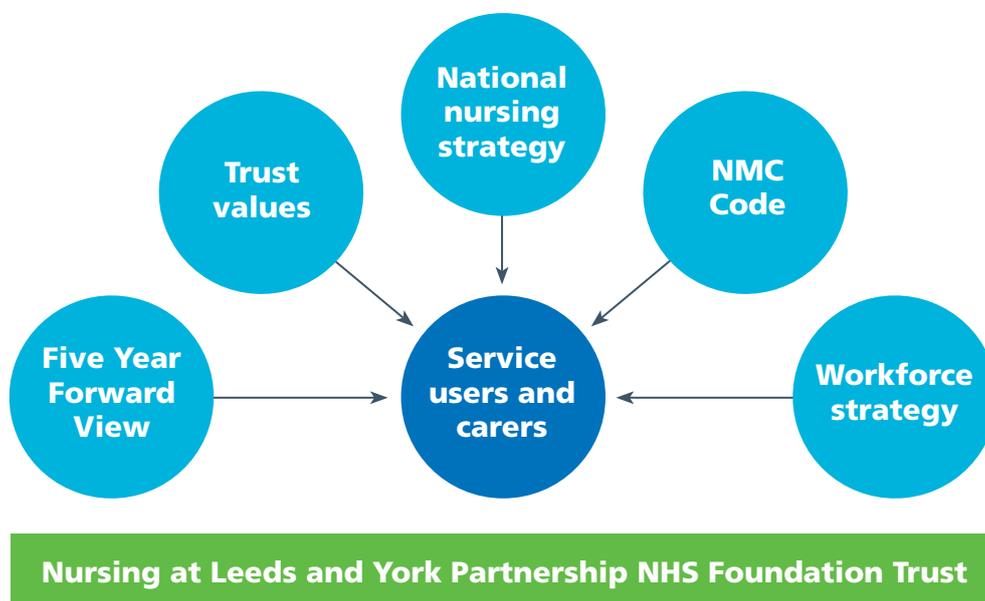
To meet the complex needs of the communities we serve, we employ more than 720 registered nurses. The majority of these are mental health and learning disability nurses, but also includes adult and child nurses, and midwives. We also employ almost 650 support workers, who make an invaluable contribution to our service users through the care and support they provide every day.

Not only are we proud of our nursing staff, we also aspire to be a learning organisation where our employees can truly feel proud to nurse. Our commitment to learning requires us to invest and strengthen our research and development pathways for nursing.

Nurses are the bedrock of our Trust, working with people so they feel safe, cared for and respected. We have a strong foundation of excellent staff, but we need to make sure they are equipped to meet the ever-changing and exciting challenge of providing care in the future. To keep pace, we must be active in new ways of working, drive innovation and exercise our influence, to make sure that we continue to provide safe and effective care, to the communities we serve.

Our nursing strategy is based on several important drivers. It has been created with our nursing staff, taking into consideration what nursing means to them and what makes them proud to nurse.

Cathy Woffendin
Director of Nursing, Professions and Quality





Leading Change, Adding Value

Our nursing strategy considers the national nursing framework 'Leading Change, Adding Value' and its implications for practice.

Every nursing, midwifery and care professional can use the framework to make sure that we provide the best quality of experience for our service users.

This framework encourages us all to reach further both individually and collectively. To do this we need to focus on what's important and connect with each other so that we achieve more for service users and in our professions.

The key leadership contribution of nursing, midwifery and care professionals is crucial to maintaining high standards and delivering change. Leading Change, Adding Value sets out our shared ambitions and commitments that demonstrate our leadership potential and the role we can and must play.

To find out more about Leading Change, Adding Value, visit the NHS England website:

www.england.nhs.uk/leadingchange/about/

You told us that four of the core commitments from Leading Change, Adding Value would have the greatest impact on nursing quality within The Trust. You'll see these reflected throughout this strategy and within our plan to develop nursing over the next three years.

Leading Change, Adding Value Core Commitments

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| <ol style="list-style-type: none"> 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 experiencing high value care 5. We will work in partnership with individuals, their families, carers and others important to them | <ol style="list-style-type: none"> 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 and at the right time 10. We will champion the use of technology and informatics to improve practice, address unwarranted variations and enhance outcomes |
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Nursing at Leeds and York Partnership NHS Foundation Trust

Our vision

To provide outstanding mental health and learning disability services as an employer of choice.

Our values

We have integrity	We keep it simple	We are caring
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Our code

Prioritise people	Preserve safety	Practice effectively	Promote professionals and Trust
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Five Year Forward View

Building positive mental health in individuals and communities	Prevention of mental ill health in communities	Improving access standards to timely, effective care	Transformation of services to deliver integrated treatment and care	Building a sustainable future
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Our values integrity, simplicity, caring

Through our vision and values we know that providing outstanding services to support those with mental ill health or learning disabilities achieve their personal goals, requires investment in our staff.

Mental health and learning disability nurses, who feel respected, valued and supported, will demonstrate integrity, show empathy and make it easy for the communities we serve to achieve their goals. They will use their specialist knowledge and skills to make sure every contact is therapeutic and meaningful.

To demonstrate that we are living our values, **we will work with individuals, families and communities to help them to make informed choices and manage their own health.**

Our nursing strategy will support this through:

- Supporting positive risk taking which is embraced by our governance processes and supported by our nursing leaders. Working within a framework of harm reduction nursing which will support people to take the risks required to exercise real autonomy over their lives.
- Implementing the Triangle of Care to involve our service users and the people who matter to them most in their care pathway, making sure that people get the care they need in a way that works for them.
- Implementing the recommendations from the externally commissioned service user and carer experience and involvement review.
- Making co-production our standard for planning nursing care, working in partnership with our third sector colleagues to develop expertise in co-production. Through this we will make sure that the concept of '**nothing about me, without me**' becomes a fundamental principle of our nursing care and support.

- Empowering our nursing staff to develop the introduction of outcome measures which are meaningful for nursing practice, and will help us to measure the effectiveness of our nursing interventions.

Our aspirations

We want to create a community of nursing staff that are proud to nurse within the Trust. They will be proud ambassadors of excellent services that will evaluate, learn and reflect on the care we deliver. Highly-motivated expert nurse leaders are required at all levels of nursing to ensure safe, quality, reflective care that subsequently will reduce variation.

As a professional group, we will establish our core standards of nursing practice so that we can hold ourselves to account for the care we provide. We will actively support our nursing staff to challenge care which is below standard, and improve consistency of nursing practice in all our services.

In line with the Five Year Forward View and Leading Change, Adding Value, we will promote a culture where improving the populations' health is a core competent of practice.

Our nursing strategy will support this through:

- Making sure that we offer services which support both the physical and mental wellbeing of the people we serve, demonstrating a true parity of esteem.
- Creating opportunities to develop cultural sensitivity, enabling our nurses to engage more effectively with the diverse populations they serve.



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- Creating a simple, professional structure for nursing, allowing nurses to escalate innovations and improvements, or to raise concerns. The people who use our services have the right to expect excellent nursing care, and our organisational culture can support this by empowering our nursing staff.
 - Creating open forums where nurses can address issues, share best practice, learn lessons, celebrate successes and contribute to the implementation and evaluation of our nursing strategy.
 - Challenging our nursing staff at all levels, to acknowledge that our standards and behaviour will directly affect the outcomes for each person we support.
 - Demonstrating that we offer mental health and learning disability services that people choose to access because of the compassionate care they will receive from us. This requires a culture which seeks to minimise the use of restrictive interventions.
 - Joining the NHSi workforce retention plan which will focus on improving recruitment processes, professional development opportunities and offering flexibility of contracts for staff wishing to retire and return.
 - Focusing on retention, listening to our staff and using their experience to inform our strategies and key areas of focus so we can retain and develop our workforce.
 - Empowering nurses to practice in a culture where they can challenge the status quo and have respectful, open and honest conversations with colleagues which enhance patient care.
 - Creating a clear career pathway to support the development of clinical and operational leadership throughout the nursing workforce, demonstrating commitment to all our staff. This includes valuing and developing our temporary nursing staff, and making sure that they have the same opportunities as their nursing colleagues employed in other parts of the Trust.

Nursing recruitment and retention

Central to our Trust's vision is the ambition that we become an employer of choice, which we can only achieve through a commitment to recruitment and retention. Our nurses and health professionals are our greatest asset and we will support and empower them to provide safe, effective care that is reflective in practice, learning and compassionate care.

Our approach to recruitment and retention will make sure that **we have the right staff in the right place, at the right time.**

Our nursing strategy will support this through:

- Positioning our organisation as an employer of choice through the implementation of a strong marketing campaign.
- Supporting the introduction of new roles such as, nursing associates and associate practitioners. We will build these roles into our professional structures and create opportunities for our nursing workforce, making use of the talent we have at every level.
- Actively reaching out to the students we have supported through training to make sure that they choose a career with us. We will also seek to retain the knowledge, skill and experience of our nurses approaching retirement, and support them to work flexibly with us if they so choose.



Our nursing workforce

We want to further develop an engaged, skilled, sustainable, competent, compassionate and caring workforce.

To do this, we need to make sure that the right systems and processes are in place. We will establish practice development opportunities which support our nursing workforce commitment to provide the highest quality of care within a distributed leadership model of continuous learning and improvement.

We will demonstrate our commitment by making sure that **we have the right education, training and development to enhance our skills, knowledge and understanding.**

Our nursing strategy will support this through:

- Making sure that nurses have the skills to improve both the physical and mental health of the people we serve. Building a culture of 'Making Every Contact Count' so that our nursing staff maximise every opportunity to support health improvement. Challenging the health inequalities experienced by people with serious mental health problems and people with learning disabilities.
- Developing a strategic approach to Clinical Skills Development, equipping our nursing workforce with the clinical skills to provide all aspects of care including ECG and venepuncture.
- Having variation in how systems such as clinical supervision are utilised, will impact on our ability to practise effectively. We will clearly state our expectations on how these are delivered so that nurses at all levels are able to access the support they require for professional development.
- Strengthening our cultural knowledge and understanding of difference in order to increase the effectiveness of person-centred interventions and outcomes.
- Utilising a consistent and coordinated approach to remove unwarranted variation whilst providing opportunities to expand the scope of nursing practice, leading to increases in nurse consultants, advanced nurse practitioners and non-medical prescribers.
- Working in partnership with higher education providers to strategically support nurses to undertake higher degrees and research programmes, increasing capacity within the Trust to enhance skills and develop our future leaders.
- Developing and piloting new training packages to offer a greater choice in career development. This will require a competency skills framework for all nurses and will consist of a rolling two-year programme.
- Implementing learning from the Safer Staffing Steering Group, which will have the oversight to make sure that our wards are safely staffed, that staffing is responsive to changes in acuity and complexity, and staffing risks are mitigated.
- Creating a first-class learning environment for all learners and newly registered staff, making sure that their career is supported through a robust preceptorship framework.
- Introducing a clinical academic nurse tutor for mental health services working in partnership with universities in Leeds.



Wanda Murray
Staff Nurse

- Creating opportunities to learn lessons when things go wrong and using this learning to inform and improve practice.
- Offering every nurse, on a quarterly basis, the opportunity to have a conversation with a member of the nursing directorate about career development and opportunities.

Our commitment to developing nursing roles

Our Trust has a well-established in-house Learning and Organisational Development Team which provides a range of programmes and opportunities for staff. This includes an internal coaching provision and leadership and management development in conjunction with the NHS Leadership Academy.

Our preceptorship package provides support to newly registered nurses to develop their confidence as an autonomous professional and refine skills, values and behaviours.

To demonstrate our commitment to developing nursing roles, **we will lead and drive research to evidence the impact of what we do.**

We are committed to creating a Clinical Career Framework to develop a workforce made up of competent and capable experts in their field. We will acknowledge the clinical expertise of staff and develop a range of clinical leadership roles.

We will invest in the development of:

- research nurses and clinical research fellows
- approved clinicians
- nurse consultants
- advanced nurse practitioners
- non-medical prescribers
- nursing assistants
- associate nurses

We are particularly committed to strengthening the contribution made by nurses in the field of clinical and academic research and we will develop clinical experts across all nursing pathways. As registered mental health and learning disability nurses deal with increasingly complex situations, effective practice will be supported by having a robust strategic approach to clinical and professional development.

With our educational and health partners, we are developing apprenticeships, nursing associate and associate practitioner roles. We will seek nursing rotational programme opportunities which equip our nurses to meet the parity of esteem agenda and provide our health partners with a mental health and learning disability skill set. This is in addition to investing and supporting senior nurses to become approved clinicians and non-medical prescribers.

Our commitments for 2018 to 2021

Theme	Action	Responsible Person	Success Criteria	Review Date	Completion Date
Improving retention	Work with colleagues as part of the NHSi Retention Cohort 3	Director of Nursing	Reduced turnover in nursing staff leaving the organisation	October 2019	October 2020
	Actively recruit second year nursing students, making sure that we are able to recruit to our new registrant posts	Head of Nursing	Second-year students who have studied with us will be offered substantive posts	September 2019	September 2020
	Embed new roles and potential opportunities through apprenticeships, nursing associates, associate practitioners, nurse rotation, approved clinicians, non-medical prescribers and practice development nurses	Head of Nursing	Clinical teams reflect the scope of nursing practitioners at every level	October 2020	October 2021
	Continue to build on the strong foundation of our current preceptorship programme and develop preceptorship pathways for new professional groups, such as nursing associates	Head of Nursing	A preceptorship programme which has the flexibility to support staff at differing stages of the career pathway and creates opportunity for multi-disciplinary learning	October 2019	October 2021

Be a nursing employer of choice	Practice effectively by having a clear career pathway which supports clinical and managerial progression. The career pathway should be open to all of our staff, including those who choose to work on a temporary basis	Director of Nursing	Clear nursing career pathway published and the skill mix of clinical teams reflects this structure	Annually	October 2021
	Formalise nursing forums and structures	Professional Leads for Nursing	Clear professional structures which support escalation from frontline services to the Director of Nursing, supporting a Ward to Board culture	April 2019	April 2020
Marketing our services	Market our services supporting our ambition to be an employer of choice	Nursing Directorate	A robust, targeted recruitment campaign highlighting the opportunities within our services	December 2018	April 2019

Developing our nursing workforce	Develop a pilot rotational programme for nursing staff	Professional Lead for Nursing SS&LD	Pilot programme underway	November 2018	October 2020
	Embed systems to support nursing development throughout the career pathway, utilising preceptorship, clinical supervision, revalidation and effective nursing appraisal and development	Director of Nursing	Opportunities for every nurse to spend time with a senior nursing leader	April 2019	October 2021
	Support the development of senior clinical roles, including advanced nurse practitioners, non-medical prescribers, approved clinicians and nurse consultants	Director of Nursing	Clinical services reflect the scope of nursing practitioners at every level	October 2020	October 2021
Improving holistic care	Support the development of clinical skills to meet the physical health needs of the people we serve	Deputy Director of Nursing	Rolling programme of physical health skills training	October 2019	October 2020
	The Physical Health Steering Group will make sure that nurses have both the skills and equipment to respond to the physical health demands of the people who use our services	Deputy Director of Nursing	Create and develop our care pathways with educational partners		

Improved service user experience	Develop approaches which make sure that service users and carers are involved in all stages of the care pathway, to the fullest extent they wish	Head of Nursing	Work to a standard of 'nothing about me, without me'	April 2019	April 2021
	Utilise the capacity of our new electronic patient record system to engage people who use services in their own care, and offer feedback on their experience	Head of Nursing	Accessible method to collect PREMs linked directly to care delivery	September 2020	April 2021
Implementing research, development and new technologies	Increase our research capacity by supporting nurses to be actively involved in every level of research, maximising the impact of our nurses on professional practice	Deputy Director of Nursing	A portfolio of research opportunities for nursing staff	September 2019	September 2020
	Increase the use of outcome measures throughout nursing services	Deputy Director of Nursing	Able to demonstrate the impact of our nursing care through agreeing a suite of outcome measures relevant to our diverse practice	September 2019	October 2021



Our nursing career pathway

At Leeds and York Partnership NHS Foundation Trust we support our nursing staff to progress professionally, responding to the incredible talent in our workforce.



integrity

simplicity

caring