FOREWORD

In April 2015 I was delighted to be appointed as the interim Director of Nursing for Powys Teaching Health Board and in September I secured the substantive post. One of the key priorities was to write a new Nursing and Midwifery Strategy, to replace the previous Strategy (2011–2014), to reflect on achievements and determine our future direction.

I would firstly like to acknowledge the achievements secured through the previous Nursing Strategy and to thank teams for delivery. I feel that I am in a very privileged position to be leading Nursing and Midwifery in Powys times when there is such a requirement to promote the profession, raise its profile and secure a positive reputation.

High profile UK reports from Robert Francis QC, Sir Bruce Keogh, Professor Don Berwick, Dr Bill Kirkup, and Welsh reports from Professor June Andrews and Margaret Flynn, together with the Winterbourne scandal have called upon the whole care delivery system to truly examine and prioritise patient experience. We have, this year, seen the publication of the new NMC Code and are securing organisational preparedness for NMC Revalidation, both of which strengthen professional practice, with the primary aim of public protection.

I believe the standard of Nursing and Midwifery care remains a critical measure of quality for most patients and their families with respect to the services they receive. The image of Nursing has been damaged in recent times and publicly criticised in the media. Making improvements to the poor public perception and diminished trust lies firmly in our hands.

Nurses and midwives employed by Powys Teaching Health Board have been listening to feedback from patients and service users and have used this to inform the development of a strategy for nursing and midwifery that sets out our future ambitions, aligned to the Integrated Medium Term Plan (IMTP), the organisational priorities and those of Welsh Government. We have also engaged with partners to sense-check our approach.

Our aim is to ensure that standards of care are consistently high in all spheres of practice, both in provided and commissioned services, and that we strive to continuously improve.

Nursing professionals face many challenges and changes in the years ahead and our workforce will need to be responsive and flexible. With current economic and workload pressures it is important that we have a clear and collective vision, with competent nurses, midwives and support workers who always act with the values of care and compassion, pride and passion.

Six themes have been identified as the basis of our 2015 – 2018 Strategy, namely:

- Caring with humanity, dignity, kindness and compassion;
- Providing safe, effective, harm-free care;
- Listening to patients and carers and improving the way we work, securing a reputation for excellence;
- Developing confident, ambitious, inspirational leaders;
- Working with partners for the benefit of patients and the population;
- A questioning, analytical, empowered Nursing and Midwifery workforce.

This strategy will, I believe, build on the existing good work in Powys and going forward will help us to be even better by ensuring firm foundations...

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Rhiannon Jones
Executive Director of Nursing
RN, DN, PgDip, MSc
EXECUTIVE SUMMARY

Powys Teaching Health Board (PTHB) has a budget of £281 million to deliver healthcare services to the people of Powys. We are a rural Health Board with 133,000 people living across an area that is a quarter of Wales. With no District General Hospital we provide as many services as possible locally through GP provision, Community Services and Community Hospitals and Clinics.

Our vision is to deliver ‘truly integrated care centred on the needs of the individual’, based on the aims of:

- Improving health and well being
- Ensuring the right access to the right service at the right time in the right place
- Striving for excellence
- Involving the people of Powys
- Making every pound count
- Valuing, supporting and developing our staff

The aim of the PTHB Nursing & Midwifery Strategy is to maximise the nursing family’s contribution to the achievement of the Health Board’s vision, aims and objectives.

This Strategy has been informed by national and local strategies focussed on transforming the NHS, ensuring value, effectiveness and prudence. Drivers and influences include:

- Together for Health (2011)
- Fairer Health Outcomes for All (2011)
- Health and Care Standards (2015)
- The Powys One Plan (2014)
- The Welsh Primary Care Plan (2015)

Together with Welsh strategies for Community Nursing, Midwifery, Learning Disabilities and Mental Health, our Strategy sets out the high level ambition for nursing and midwifery practice.

The Executive Director of Nursing will be the strategic lead, with Heads of Nursing and Midwifery responsible for local delivery, producing service and locality implementation plans which will be monitored via the Heads of Nursing Group. An annual update will be presented to the Board.

The Strategy applies to all nurses and midwives employed by PTHB. It is also applicable to support workers and volunteers as key members of the caring family.

Through implementation of this strategy, the following outcomes will be realised:

- Nurses and midwives will practice in accordance with professional standards, key strategic drivers and the Health and Care Standards (2015).
- Clinical Leadership and a clear professional reporting structure is evident at all levels of the organisation; Individual nurses and midwives are clear about their professional and personal accountability and uphold The Code: Professional Standards of Practice and Behaviour for Nurses and Midwives (NMC, 2015).
- The nursing and midwifery workforce is appropriately resourced, skilled and delivering evidence-based care in reconfigured service settings.
- Nursing and midwifery information is collected and used to measure performance, inform practice improvement and maximise patient/service user outcomes.
- Excellence is celebrated, best practice shared with a culture of continuous learning.
- Patients and service user experiences of care from nurses, midwives and support workers will be positive.
THE WAY FORWARD

This Strategy builds on a firm foundation within nursing and midwifery care in the Health Board as many things are already being done well across primary and secondary care services, mental health (being repatriated to Powys from December 2015), learning disabilities, children’s and maternity Services. Many of the positive changes and achievements however are not systematically embedded and some things still need to be done differently. Wasteful activity needs to stop and there is a need to focus on evidence-based interventions which consistently yield the maximum benefit for patients and their families, fully embracing the principles of prudent health care.

The delivery of safe, effective and dignified care is the responsibility of all staff within the Health Board. Nurses and midwives must recognise their personal responsibility and accountability for the delivery of evidenced based care through competence in decision making and the effective management of risk to ensure the best outcomes for patients and clients. Care that is delegated must be in compliance with the All Wales Guidance for Delegation (2010).

The onward work plan recognises that nurses and midwives must work as individuals and as part of the wider health and social care system to ensure that patients and service users experience respectful and professional care in a considerate and supportive environment, where their privacy is protected and dignity maintained. To achieve this six themes have been identified, which act as the foundation of this strategy.

<table>
<thead>
<tr>
<th>THEME 1:</th>
<th>THEME 2:</th>
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<tr>
<td><strong>Caring with humanity, dignity, kindness and compassion</strong></td>
<td><strong>Providing safe, effective, harm-free care</strong></td>
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<td>**Code: **Prioritise People, Promote Professionalism</td>
<td><strong>Code: Preserve Safety, Practice Effectively</strong></td>
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<td><strong>Health &amp; Care Standards: Individual Care, Dignified Care</strong></td>
<td><strong>Health &amp; Care Standards: Safe Care</strong></td>
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<td>Nurses, midwives and support workers will always behave with kindness and compassion, in accordance with Powys Teaching Health Board Values &amp; Behaviours Framework, the NMC Code (2015) and the Code and Conduct for Health Care Support Workers (2011).</td>
<td>We will deliver care that is free from avoidable harm. Nursing and midwifery will be underpinned by research and based on best practice. We will ensure we have measureable objectives and publish our outcomes, with a focus on improving the health and wellbeing of patients and the wider population and effectively managing risk.</td>
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To achieve this we will:
- Define customer care standards, including expectations as to how to effectively communicate with people in our care.
- Safeguard children, young people and vulnerable adults using robust policies, procedures and processes.
- Ensure that the people in our care are fully informed and treated with kindness and sensitivity, based on their wishes and desires.
- Embrace the principles of informed consent and confidentiality, which will guide our practice and ensure we always act in peoples best interests.
- Provide relevant and timely information at every stage of the care journey, taking time to provide clarity and ensure understanding.
- Provide appropriate information and support to carers, ensuring seamlessness and continuity of care.
- Do our utmost to ensure that dignity is never compromised, privacy is maintained and the people in our care are respected.
- Always behave professionally.
- Support implementation of the PTHB Action for People with Dementia Plan.
- Work in partnership with patients, their families and carers developing unique and supportive caring relationships.
- Speak up confidently and without fear when we have concerns or believe that something is wrong, using the All Wales Concerns Policy (2013). To achieve this we will:
- Undertake Root Cause Analysis/Incident review for all adverse incidents and ensure learning and practice change as required.
- Reduce the number of patients experiencing avoidable harm.
- Demonstrate a continued reduction in the numbers of:
  - Health Care Acquired Infections
  - Injurious falls
  - Health Care Acquired Pressure Ulcers
  - nursing-related medication errors
- Publish performance data monthly, via the Quality and Safety Committee (using the Health and Care Standards monitoring system).
- Implement an escalation system to address continued poor performance.
- Demonstrate the impact of the contributions of nurses, midwives and support workers by establishing quality and nursing-sensitive metrics, which are publishable.
- Embrace improvement methodology, implementing 1000 Lives i.
- Always be open and transparent, acting with integrity.
- Raise and escalate any concerns about patient or public safety, in a timely manner.
- Ensure compliance to national guidelines for safe staffing levels.
- Ensure compliance to mandatory and statutory training.
THEME 3:
Listening to patients and carers and improving the way we work, securing a reputation for excellence

Code: Prioritise People, Promote Professionalism
Health & Care Standards: Individual Care, Effective Care

Actively listening to patients and their carers and seeking views in order that we can improve services and make changes for the better, based on user feedback and commentary from partner organisations.

To achieve this we will:

- Publish our Patient Experience Strategy.
- Embrace the PTHB Engagement Strategy, actively involving service users, carers, families and third sector in service re-design.
- Further develop systems and processes to obtain patient feedback, embracing the four quadrant approach (Welsh Government 2015).
- Implement the All Wales Service User Questionnaire, providing results to the Quality and Safety Committee.
- Evidence how we have changed practice as a result of user feedback, using the Powys Teaching Health Board DATIX system.
- Actively seek feedback from people and their families, listening to patient and staff stories and taking action to continuously improve the care we provide.
- Exploit opportunities to share and learn from national exemplar sites.
- Ensure that clinical care exceeds minimum standards of quality and safety, underpinned by compliance to the Health & Care Standards (2015).
- Participate in the development of technological advances, using IT to inform decision-making and improve patient care.
- Actively engage with the Community Health Council, Third Sector and other partners to help us hear the patients' voice.

"I attribute my success to this – I never gave or took any excuse."

"I think one's feelings waste themselves in words; they ought all to be distilled into actions which bring results."

THEME 4:
Developing confident, ambitious, inspirational leaders

Code: Promotion Professionalism
Health & Care Standards: Staff and Resources

Nurses and midwives will lead by example, providing visible leadership, articulating a clear vision and setting challenging objectives for their teams.

To achieve this we will:

- Produce a nursing and midwifery Leadership Framework which promotes intellectual ability, emotional resilience, positive temperament, deep understanding of care with compassion and technical skills.
- Ensure all nursing and midwifery leaders are qualified, meeting minimum educational requirements for Band 7 and above (based on the KSF and All Wales Post-Registration Career Framework).
- Actively promote succession planning, including a systematic approach to talent identification.
- Achieve full compliance to the PADR process.
- Ensure there is a strong nursing and midwifery voice from the grass roots to Board.
- Create a culture which encourages local decision making and authority to act, based on an accountability framework.
- Utilise an ‘Observations of Care’ approach, ensuring visibility of nursing and midwifery leaders, with unannounced visits and shadowing.
- Embrace Coaching and Mentorship and promote Clinical Supervision.
- Apply for Clinical Leadership Awards and Scholarships.
THEME 5:
Working with partners for the benefit of patients

Code: Practice Effectively, Prioritise People
Health & Care Standard: Effective Care

Nurses, midwives and support workers will exploit every opportunity to collaborate with colleagues in other agencies, organisations and professions to transform services for the benefit of patients and the wider population.

To achieve this we will:
- Identify opportunities for integrated working with Powys County Council, actively contributing to achievement of the One Powys Plan.
- Develop a Professional Assurance Framework, protecting the unique contribution and professional regulation of Registrants, ensuring nursing services are professionally led and safe.
- Maximise the use of volunteers, promoting PTHB’s corporate social responsibility.
- Work collegially with non NHS Sectors, harnessing new ways of working and respecting the skills and contribution of the voluntary sector.
- Horizon-scan and locate award-winning and exemplar sites where we can visit to learn.
- Work collaboratively with colleagues in commissioned services, ensuring effective, high quality services for the population of Powys.

THEME 6:
A questioning, analytical, empowered nursing and midwifery workforce

Code: Promote Professionalism, Practice Effectively
Health & Care Standard: Staff and Resources

Nurses and midwives will ensure that patient care is based on available evidence and is person-centred, developing capacity and capability to participate and lead research, service improvement and audit.

To achieve this we will:
- Increase the number of nurses, midwives and support workers with Improving Quality Together Bronze (IQT) award.
- Increase the number of nurses and midwives qualified in IQT Silver.
- Develop the core skills of nurses and midwives with the ability to critique, evaluate and transfer evidence into practice.
- Increase the number of formal research projects carried out across the nursing and midwifery family in Powys.
- Maximise funding opportunities to secure increased numbers of nurses and midwives with enhanced academic status.
- Hold an annual nursing conference where the contribution of nurses, midwives and support workers is celebrated.
- Recruit nurses, midwives and support workers using a competency-based approach, supporting the appointment of staff with the core values of caring, compassion and kindness.
- Ensure the Health Board is viewed as an ‘Employer of Choice’ in Wales and beyond, with a reputation for excellence in nursing and midwifery.
- Increase the number of formal publications written by Powys nurses and midwives for professional journals.
- Increase the rates of submission for nursing awards.
- Develop a strategy for health care support worker development.
- Be fully compliant with recommendations contained within the Framework for Advanced Nursing, Midwifery and Allied Health Professional Practice in Wales (2010).