

NHS Ayrshire & Arran



Meeting:	Ayrshire and Arran NHS Board
Meeting date:	Monday 14 August 2023
Title:	Nursing Midwifery and Allied Health professionals (NMAHP) Strategy
Responsible Director:	Jennifer Wilson, Nurse Director
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1. Purpose

This is presented to the Board for:

- Discussion

This paper relates to:

- NHS Board/Integration Joint Board Strategy or Direction

This aligns to the following NHS Scotland quality ambition(s):

- Safe
- Effective
- Person Centred

2. Report summary

2.1 Situation

This commission by the Executive Nurse Director was to create a Nursing Midwifery and Allied Health Professional (NMAHP) Strategy 2023-2026 for NHS Ayrshire & Arran in partnership with NMAHP colleagues. The strategy was agreed by NMAHP representatives and was launched on 19 April 2023. This paper provides information as to how the strategy was developed and agreed with staff, launched, and provides assurance of the agreed focus for the first 12 months will be implemented effectively.

2.2 Background

The launch of this NMAHP Strategy is the beginning of a journey for NHS Ayrshire & Arran to be recognised as a Magnet® Status organisation. The Magnet Recognition Program designates organisations worldwide where nursing leaders successfully align their nursing strategic goals to improve the organisation's patient outcomes. The Magnet Recognition Program provides a roadmap to nursing excellence, which benefits the whole of an organisation. To nurses, Magnet Recognition means education and development through every career stage, leading to greater autonomy at the bedside.

To patients, it means the very best care, delivered by nurses who are supported to be the very best that they can be. Creating and sustaining a culture of excellence is what it means to be on the Magnet® journey.

<https://www.nursingworld.org/organizational-programs/magnet/about-magnet/>

The process of applying for Magnet® designation is thorough and lengthy, demanding widespread participation within the organisation. Health care organisations find the journey to be a revealing self-assessment, creating opportunity for organisational advancement, team building, and enhancement of individual professional self-esteem.

The first step in the process to prepare for the pre-work in the Magnet® journey is for an organisation to have a well-developed NMAHP Strategy. Over a period of 8 months, a series of four workshops and online surveys were developed to gather views, present findings and refine details with an aim to develop a one page strategy with planned communication and implementation. It is recognised it can take a number of years to be in a readiness state to begin the pre work.

2.3 Assessment

Engagement of Nurses, Midwives and AHPs for the purposes of developing an NMAHP Strategy has been variable and this has been primarily down to competing clinical priorities. Each of the four workshops had NMAHP representatives where interaction and conversations continued on how to practically develop and refine the strategy but most importantly how this is then implemented and how success is demonstrated.

The final agreed NMAHP Strategy is based on the Magnet® Model components of

- Structural Empowerment
- Transformational Leadership
- Exemplary Professional Practice
- New Knowledge, Innovations and Improvements

Workshops and Questionnaire

Four Workshops were facilitated and chaired by Executive Nurse Director. This gave NMAHP participants the opportunity to discuss the direction of travel for this work and an opportunity to feel listened to and valued.

- Workshop 1 Understand
- Workshop 2 Develop priorities
- Workshop 3 Review and Refine content to include Mission, Vision and Values
- Workshop 4 Agree final NMAHP Strategy

Further refining, design and development of content was focused between each workshop.

The NMAHP Strategy was led by the Chief Nurse for Excellence in Care and Professional Development. External support was sought from a consulting agent, who had worked closely with Magnet in a previous NHS Board. A retired member of the Excellence in Care team returned on the Nurse Bank in a part time basis for 4 months to support the planning and implementation of workshops and staff questionnaires.

Due to a vacant post within the Excellence in Care Team which has now been filled, all costs for this development work were met within the existing Excellence in Care budget.

Questionnaires were completed by 168 people, analysed and themed.

What is going well?

- Strong leadership in the team, always open to ideas to improve and respond to what feels like continually evolving circumstances.
- Post the initial changes at work due to Covid 19, there is a much more open approach to change from managers and staff. It feels that things feel much more progressive and less reactive.
- Feel well supported to be an autonomous practitioner in a safe environment.
- On a daily basis I work with a range of people from different professions who are skilled, committed enthusiastic and motivated to improve the health of the people of Ayrshire.
- Majority of staff have adapted to cope with very difficult situations and maintained this for long periods of time. Staff from different groups and different skill sets have pulled together to do their best and make a contribution where needed. Visible leaders.

What could be improved themes?

- Increased staffing levels to deliver a safe, effective service to our patients and wards.
- Time for development, time out and reflection
- Staff moral could be massively improved
- More administrative support daily is needed
- Feeling valued
- Improved connectivity
- Recruitment strategy ensure workforce planning is adequate/speed up recruitment processes
- empathetic leadership -thank you, and appreciation goes a long way
- Celebrate success
- Documentation streamlined

The feedback from all workshops and questionnaires were integral to the development of the final NMAHP Strategy (**Appendix 1**)

Launch

The NMAHP Strategy was launched on 19 April 2023. A clear communication plan was developed along with the communication team.

A video from Jennifer Wilson, Executive Nurse Director, introduced the NMAHP Strategy and celebrated the collaborative work of our NMAHP Teams.

Posters and booklets were development and shared throughout the organisation by key individuals identified as link people for the NMAHP Strategy.

NMAHP colleagues were given the opportunity to join one of the 4 working groups and we continue to see engagement of clinicians who wish to be involved in developing this work. People were asked to volunteer themselves for these groups rather than the traditional senior manager nominations. This has ensured people are empowered to pick the area of work they want to support. It is thought this is why there has been such a level of engagement along with the knowledge that this was developed by NMAHP teams rather than the traditional for teams

Priorities for 2023-2024

Along with the Executive Nurse Director, Associate Nurse Directors and Chief Nurses, the following have been agreed as a focus for the next 12 months.

Structural Empowerment

- Increasing opportunity for Clinical supervision,
- Developing Professionally led PDRs
- Supporting a learning needs analysis to support review of Service Level Agreements (SLA)
- Duty of candour
- Celebrating event to share how NMAHP work together to improve patient outcomes

Transformational Leadership

- Triumvirate working
- Clinically led reform
- Leadership development internally with Organisation Development and externally in partnership with the Florence Nightingale Foundation

Exemplary Professional Practice

- Development of a Clinical Practice Model
- Professional Governance
- Develop opportunities and campaigns to celebrate success

New Knowledge, Innovations and Improvements

- Harm reduction relating to Falls, Pressure Ulcers, Food Fluid and Nutrition
- Work to develop an Electronic Patient Record in line with national Excellence in Care digital ambitions
- Engaging with Scottish Health and Social Care Providers Research Leads Network to ensure research opportunities for NMAHP

A number of pieces of work have begun from initial feedback and development of the NMAHP Strategy prior to the launch. This includes:

- Development of Nurse Induction Programme for both HCSW and Registered Nurses
- Working in collaboration with Ayrshire College to develop HCSW Workforce including Bank 4 Assistant Practitioners
- A Human Factors review of documentation
- Transitions Programme for Newly Qualified Nurses in Mental Health
- Group Clinical Supervision
- GREATIX
- Publishing a monthly Nursing Newsletter

The next steps for these agreed priorities will be the development of a measurement plan to ensure there is a clear timeline and agreed 'how much by when' to allow clear demonstration of impact.

Each Group for the 4 components is led by an Associate Nurse Director or Director of AHPS. They will lead these working groups to develop the measurement and implementation plan and will report into the Executive Nurse Director on progress.

2.3.1 Quality/patient care

The Vision and Values statement of the NMAHP Strategy states, "*We take pride in developing the NMAHP Workforce, where the people of Ayrshire and Arran are supported to live the healthiest life possible*".

The mission statement was agreed as "*We will create a workforce that promotes individual and collective responsibility for embracing development and education opportunities for all to help build capacity and leadership qualities whilst preserving the importance of our wellbeing*".

Being able to provide evidence to support measurement of the quality of patient care and staff experience is critical to enabling the celebration of successes of the NMAHP Strategy and identifying improvements.

2.3.2 Workforce

There has been positive feedback to the development and launch of this strategy. Staff have reported they have enjoyed being part of a group to have developed and have valued contributing through workshops, questionnaires and working groups.

Any workforce implications such as identified need for additional resource as a result of this work will be escalated via the appropriate management and governance routes.

2.3.3 Financial

The cost to date to develop this NMAHP Strategy has been through the Excellence in care budget. Going forward to ensure there are the correct resources needed to implement the NMAHP Strategy, it is anticipated that a full PID/benefits realisation exercise will take place to demonstrate any need for additional resource. This would be considered at a directorate level in the first instance and escalated through appropriate management/governance structures in due course.

Where impact is demonstrated in terms of retention and recruitment along with reduction in harms this NMAHP Strategy would demonstrate cost savings.

2.3.4 Risk assessment/management

The priorities for year 1 of the NMAHP Strategy are ambitious and without organisational buy-in and resource they may not be achievable. Within NMAHP teams there is a variation in protected time for mandatory training, professional development and particularly supernumerary status for Newly Qualified Nurses.

2.3.5 Equality and diversity, including health inequalities

An impact assessment has not been completed because this is an internal document for members' awareness and an EQUIA is therefore not required.

2.3.6 Other impacts

- Best value
 - Vision and Leadership
 - Effective Partnerships
 - Governance and accountability
 - Use of resources
- Compliance with Corporate Objectives
Creating compassionate partnerships between patients, their families and those delivering health and care services which respect individual needs and values; and result in the people using our services having a positive experience of care to get the outcome they expect.

2.3.7 Communication, involvement, engagement and consultation

- Four workshops took place with Nursing, Midwifery and Allied Health Professionals in 2022 to develop the NMAHP Strategy with professionals.
- A questionnaire was developed and shared widely to ensure consultation within all of these professional groups

2.3.8 Route to the meeting

This has been previously considered by the following groups as part of its development. The groups supported the content,

- Workforce Planning Implementation Group, 24 February 2023
- Corporate Management Team CMT, 28 February 2023

2.4 Recommendation

For discussion. Board members are asked to discuss and endorse the NMAHP Strategy and note the work underway.

3. List of appendices

The following appendices are included with this report:

- Appendix 1, NMAHP Strategy

Mission

We will create a workforce that promotes individual and collective responsibility for embracing development and education opportunities for all to help build capacity and leadership qualities whilst preserving the importance of our wellbeing.

Vision and Values

We take pride in developing the NMAHP Workforce, where the people of Ayrshire and Arran are supported to live the healthiest life possible.

EXEMPLARY PROFESSIONAL PRACTICE

- Endeavour to make Ayrshire and Arran the best place to work.
- Invest and support staff wellbeing
- Promote a process whereby individual teams analyse their iMatters survey results as well as co-produce the action plan, thereby supporting shared decision making.
- Use patient outcomes and personal experiences for shared learning across all disciplines in order to drive and assure a high quality of care.
- Review and agree efficient and meaningful data for individual services.
- Agree person centred approach to multidisciplinary care planning and service delivery.
- Have personalised care and enablement approaches.
- Commit to celebrating successes across all disciplines.
- Commit to prioritising safe and effective staffing
- Ensure effective rostering and job planning.
- Work towards gaining Magnet® status.
- Provide a centralised area for resources on a digital platform.

NEW KNOWLEDGE, INNOVATION & IMPROVEMENT

- Promote Digital Healthcare Strategy and Delivery plan across all sites of NHS A&A.
- Develop and promote digital care solutions.
- Increase NMAHP Quality Improvement capability and capacity.
- Promote a culture of innovation and shared learning. Deliver evidence based practice.
- Increase research capability and capacity through development of a NMAHP research strategy and plan.
- Provide cross profession learning and development opportunities.
- Provide opportunities for staff to discover new ways to support innovative practice.
- Encourage staff members to work in other teams and with other disciplines to have an appreciation of each other's roles as well as encourage appropriate and important connections with other services to inform ideas for change/improvement.
 - Value diversity
 - Develop professional objectives.

STRUCTURAL EMPOWERMENT

- Assure staff have PDRs completed annually.
- Assure staff have equitable professional development opportunities.
- Embed clinical supervision into practice.
- Ensure equity of access to learning and development.
- Develop a Communication Strategy to ensure effective 2 way communication across the NMAHP workforce.
- Ensure NMAHP workforce is connected through a shared governance approach without replacing uni-disciplinary processes.
- Have psychological safety at the foundation of everything we do to ensure everyone has a voice. We promote a culture of trust, honesty and openness.
- Enhance NMAHP workforce performance through an understanding and application of Human Factors Science

TRANSFORMATIONAL LEADERSHIP

- Enhance visible, supportive and compassionate leaders, strengthening connections, so staff can voice concerns and share successes
- Promote clinically competent compassionate leadership
- Review operational plan for key performance measures
- Be transparent of local and organisational position relating to the 4 pillars of Finance, People, Quality and Service.
- Ensure we have leadership skills at all levels across the organisation. Have the appropriate NMAHP workforce representative who will be involved in strategic and operational decision making at the earliest opportunity and engaged throughout.
- Have NMAHP workforce engagement and involvement in any consultation and decision making processes.
- Have the NMAHP workforce leading by example in living by the organisational values.
- Develop processes where staff feel valued and listened to.

