



Nursing Care Strategy

2016-17

Our commitment to people in our care

Improving lives

oxleas.nhs.uk

My pledge
- listen, listen
+ respond
in kindness
& understanding

To understand and listen
to my clients stories and
their lived experience

My Pledge is to continue to
treat every patient as the
individual they are and
learn from their own life
stories.

My Pledge is to continually find
innovative ways for Nurses to
Personalise the care they
give to patients

My Pledge is
to empower

Our values

We put our values into action every day.

User focus

We view things through the eyes of our users and their carers.

Excellence

We are never content with a service that is second best.

Learning

We constantly review and improve how we do things.

Responsive

We avoid unnecessary delays for treatment and care.

Partnership

We work with others to ensure our users get the help they need.

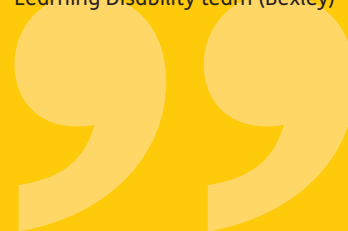
Safety

We seek to protect our users, staff and public from harm.



It starts with the person opposite you, it starts with their family, their carers and your colleagues.

Mark Bradley
Clinical Lead for Transition
Learning Disability team (Bexley)



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Introduction

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Our Nursing Care Strategy sets the direction for our nursing workforce's (nurses, health visitors, health care assistants and support workers) priorities. This strategy is dynamic, interactive and refreshed annually with work stream outcomes clearly defined every year.

B

In developing our strategy, we have engaged with as many of our nursing workforce as possible through face-to-face group work and a survey. We have also had excellent support from **ResearchNet** service users and our **academic partners**.

C

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The underpinning principle in developing this strategy is to enable us to add value by focusing on what really matters to our patients and service users and what matters to our nurses.

E

We will always ensure that every one of our nursing workforce is able to take pride in delivering safe, effective and person-centred care and have the courage and accountability to make sure that our care for patients and service users is kind and compassionate at all times.

*My Pledge is
to empower*

In order to ensure that we are able to provide compassionate, safe, effective care we need to support nurses to care for themselves too.

This strategy aims to provide direction to all our nursing workforce to provide safe, effective care, whilst supporting each other and living our values, developing careers now and for the future.

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Together we are recruiting the right staff with the right values. We're developing them, seeing potential, career paths and opportunities.

Jane Wells
Director of Nursing



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**If staff are happy
and are being
compassionate
in their own lives,
they're caring,
they're kind,
they're committed.**

Mariam Aligawesa
Physical Health & Well-Being Practice
Improvement Facilitator



Our strategy

Our strategy sets out the vision and priorities, which will be refreshed annually. By delivering excellent nursing care and making sure that the needs of people are at the heart of everything we do, we will ensure:

- **The wellbeing of our nursing workforce**, fostering resilience to respond to our changing health care models and efficiency drivers
- **Our nursing workforce lives our values** to deliver the best clinical outcomes for our patients and service users
- **The most efficient and effective use of resources** and maximising job satisfaction, motivation and competitive position through effective management of people, processes and performance.

The strategy will be delivered through three work streams:

- **Patient and staff experience**
- **Clinical outcomes**
- **Effective use of resources**

The strategy aims to ensure that what matters most to our patients and nurses is reflected in our organisational priorities and individual objectives and to ensure that the professional nursing agenda is shaping and aligning with service strategies. The strategy will be monitored and evaluated through the Nursing Executive Committee and via the Quality Governance structures to the board.

My Pledge is to continue to treat every patient as the individual they are and learn from their own life stories.

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Patient and staff experience

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We are proud to know our patients and service users' stories and what matters to them when planning care together. We always strive for the best. We continue to capture the voice of carers and service users through our collaborative work with [ResearchNet](#).

B

Patient experience is central to our **4 must do's** which are:

- **To increase support for families and carers**
- **Enhance care planning**
- **Provide better information for service users and carers**
- **Improve the way we relate to both our service users and carers by treating them with dignity and respect.**

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We recognise that this is both an exciting and challenging time for nurses. We serve a growing population and promote wellbeing as well as support people with their long-term conditions, physical, psychological and social needs throughout their life. We are advancing clinical practice and experiencing rapid technological developments.

There is a continuous shift to more integrated care at home and in the community, building on the learning from pioneers and vanguards and creating local care networks together. We recognise that we need to provide the right care, in the right place, at the right time.

We need to work with patient leaders and ensure all care is personalised and empowering. We need to support our workforce to promote health and wellbeing and support resilient individuals and strong clinical teams. We want to optimise the lived experiences of our nurses.

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**Values of nurses
are wide
and varied.**

Mark Bradley
Clinical Lead for Transition
Learning Disability team (Bexley)

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**A good nurse
starts where
that person is.**

Mark Bradley
Clinical Lead for Transition
Learning Disability team (Bexley)

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Patient and staff experience

We are undergoing significant professional changes in respect of revalidation, education pathways and careers, with dismantling of nursing bursaries and the introduction of nursing associate roles. We recognise that we are balancing the requirements for increasing productivity, efficiency and new ways of working with challenges of work-life balance and needing to be compassionate and caring to ourselves so that we in turn can provide the best care for our patients.

Within this work stream **our approach** will be to support nurses to have a voice in advocating for our patients and service users, positively shaping the developments in health and social care locally. We will support them to test out new ways of working within our teams and also with our partners in primary care, acute care and the third sector, as well as to work closely with patient leaders in shaping approaches to care.

In order to support and empower nurses we will specifically ensure that reflective practice and supervision are of an excellent quality, frequency, providing time for reflection and learning to ensure that everyone is able to professionally revalidate on time, every time. We embrace our **duty of candour** and **embedding learning** – on occasion, we don't always get things right but we are open and honest and continue to reflect and learn. We want to create supportive cultures in teams.

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Clinical outcomes

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We want to build on compassion in practice to ensure **care, compassion, communication, courage, commitment** and **competence**, and enable nurses to live our **values (user focus, excellence, learning, safety, responsiveness and partnership)** as an Oxleas nurse. We understand that we need to reflect on our relationships with service users and patients so that we are able to work with them to make care much more personal and develop the best outcomes together. We also want to ensure that we are promoting prevention, wellbeing, physical and mental healthcare, looking after people and communities. This will need excellent nursing leaders at all levels.

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Within this work stream **our approach** will be to ensure that nurses are able to support patients and service users to achieve patient-focused outcomes. We will ensure safety, quality and reduce variation.

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In order to do this we need to make sure that patients get the right care in the right way and to ensure that any variation in this care is reduced by working productively. We need to increase efficiency, reduce waste and optimise use of technology. We need to ensure we have the staffing and skills right in every team. We need to evaluate, reflect and learn from how we are working.

When patients experience care that we are proud of we all need to shout about it, and let people know so that we recognise and model it. We need to share our best practice through more scholarships, nursing research and publications.

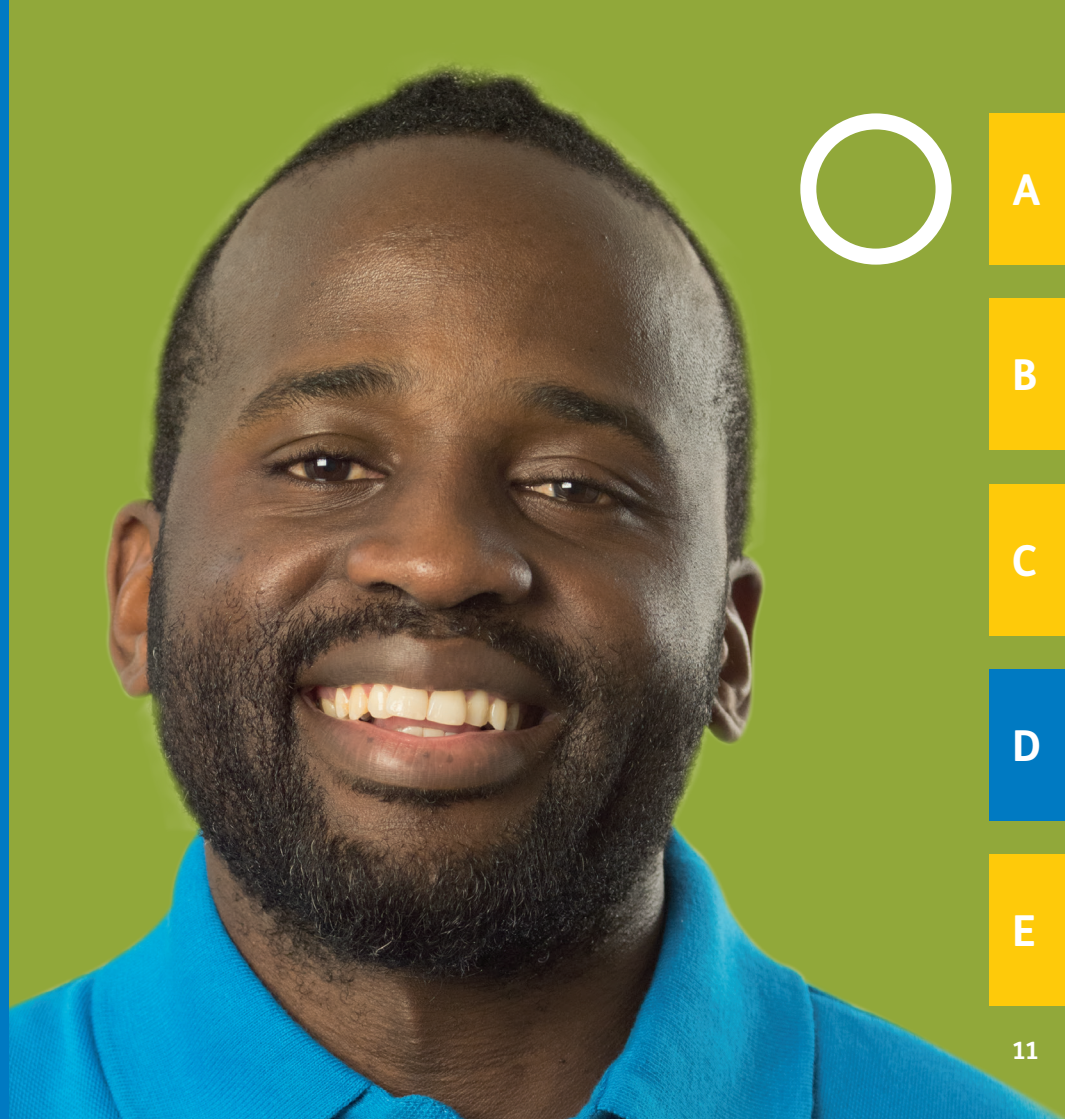
My Pledge is to continually find innovative ways for Nurses to Personalise the care they give to patients

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In terms of the nursing strategy we need to remember what matters to the person in front of us.

Daniel Daka
Care Planning
Transformation Manager

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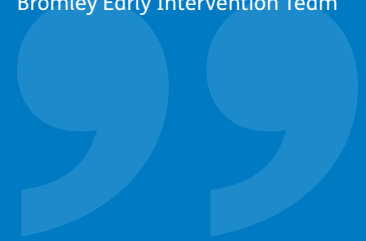
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I've never worked in a service before where I have been so supported to develop myself professionally.

Hollie Greenwood
Care Coordinator
Bromley Early Intervention Team



Effective use of resources

We want to develop a sustainable competent and caring workforce to ensure that we have the right skills for now and for the future. Our nurses and healthcare support workers are our greatest asset and we want to support them to provide great care.

Within this work stream our approach will be to focus on professional workforce development and support the work of our Productivity, Efficiency and Effectiveness work group.

In order to do this we need to ensure the right systems and processes are in place and establish opportunities for practice development for support workers, students, newly qualified nurses, established nurses and those offering advanced practice. With our educational partners we will be developing apprenticeships, nursing associate roles, advanced clinical practice and approved clinician roles for nurses.

We want to continue to recruit and retain the best nurses. We will also be maximising the opportunities for nursing across a spectrum of clinical experiences including promoting integrated nursing care within all of our communities including prisons. We want to ensure equality and diversity for all and will support all our talented nurses to progress their careers ensuring representation from black and ethnic minority groups.

To understand and listen to my clients stories and their lived experience

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Useful contact information

Nursing Directorate

Pinewood House
Pinewood Place
Dartford
Kent
DA2 7WG
01322 625027

Royal College of Nursing (RCN)

020 7409 3333

www.rcn.org.uk

Nursing and Midwifery Council (NMC)

020 7637 7181

www.nmc-uk.org

UNISON

0845 355 0845

www.unison.org.uk

UNITE

020 7611 2500

www.unitetheunion.org

oxleas.nhs.uk

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Steve Pleasants
Stuart Wraight
Emma Johnson
Dr Neil Springham
Bromley ResearchNet



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