



## Nursing Strategy

2019-21

*Improving lives*

[oxleas.nhs.uk](https://oxleas.nhs.uk)



# Introduction

As your director of nursing, it remains the biggest privilege ever for me to lead our profession and work with such amazing people.

In the last three year strategy, we made some excellent progress in the areas we committed to. Specifically, we have made improvements in the number of nurses we have coming to work with us, and importantly, our retention rates are far improved. This means that nurses are staying with Oxleas, and this is so important for the continuity of care for our patients. We also set a commitment that we would embrace new roles including that of the Nursing Associate. We already have 6 Nursing Associates registered and working in our services and are supporting many more who are currently undertaking the

programme. Our nursing preceptorship programme, and preceptorship plus is thriving and getting some excellent course evaluation feedback. We have taken advantage of the apprenticeship levy and have supported 9 Oxleas staff to commence their degree nursing apprenticeship. We have made some great strides in our use of digital solutions, including the use of iPads in a number of our clinical settings.

We are proud of our achievements, and through this new strategy, there is so much more we plan to achieve together. I want to thank each and every one of you for everything that you do, your commitment to the health and wellbeing of our patients and colleagues, your resilience to the ever increasing demands and challenges by continuously driving excellent outcomes and quality improvements and the efficiency of your use of resources collaboratively with our partners.

With reference to the new NHS Long Term Plan, I am delighted to launch our refreshed nursing strategy and welcome an intensive focus on nursing career pathways in Oxleas. We want to continue to support you to be able to do the job you love well; providing great care and making a difference to peoples' lives.

We will continue to offer opportunities across a wide range of specialities, and alongside our partners, for your whole career as you choose.

**Jane Wells**

Director of Nursing



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# Our priorities

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Our strategy aims to ensure that our nurses are supported to start, develop and retain their careers with us, as an employer of choice.

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We will prioritise a focus on nursing recruitment and retention, embracing education and leadership opportunities through the apprenticeship levy and new clinical roles including that of the Nursing Associate, Advanced Clinical Practitioner and Consultant Nurse.

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We will continue to develop our role as nurses in Quality Improvement projects, and in becoming confident researchers, taking opportunities to lead change in the best interest of our patients, their families and our profession.

We will continue to embrace the use of technology, to allow us to work as efficiently as possible, freeing us up to care and together, to evidence the unique contribution we make, as respected members of the multi-disciplinary team.

We recognise that we will not achieve our priorities without nurses engagement and wellbeing held central to our values. We will therefore ensure that our nursing staff have opportunities to steer our developments and are supported to maintain their own health and wellbeing as a fundamental principle of how we will develop and sustain our reputation and resilience as a profession in these coming years.

# Celebrating success



## **Anna Dube, Rising Star 2018**

Senior Workforce Development Nurse with our South London Partnership team Anna was selected by the Royal College of Nursing as a London region 2018 Rising Star from the Black, Asian and Minority Ethnic nursing community. This award recognises her outstanding contribution to nursing.



## **Rebecca Barter, Health Care Support Worker of the Year 2018**

Rebecca was nominated by colleagues for her ability to use sign language with patients, giving them a voice. Jane Wells said:

“Rebecca is an outstanding Healthcare Support Worker who is excellent at supporting the complex needs of patients and improving their quality of life.”

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# Recruitment and retention

The higher the rate of permanent staffing, the better the quality of care we are able to provide.

- We will develop and advertise rotational posts for Band 5 nurses
- We will embrace new clinical roles including that of the Nursing Associate and Advanced Clinical Practitioner
- We will support a culture whereby flexible working is encouraged to support nurses in sustaining high quality working lives, balanced with home commitments
- We will increase the numbers of apprenticeships we offer to unregistered and registered nursing staff, at all levels
- We will remain engaged with the South London Partnership to further support the development of competence for band 6 nurse leadership development and offer a focused programme for the development of nursing in community mental health settings
- We will support our nurses with career development opportunities, that support revalidation.

# Quality improvement and research

Improving quality is about making health care safe, effective, patient-centred, timely, efficient and equitable.

- We will support our nurses at all levels to lead quality improvement projects in their local areas, support them to identify and lead change and through this, to continue to develop confidence and resilience as expert practitioners.
- We will support our nurses to become confident and active nursing researchers, working with multi-disciplinary colleagues to use their findings to inform service development

**Chris Naiken**, Clinical nurse manager



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# Digital solutions

We recognise the importance of making best use of digital solutions at the point of care, evidencing our outcomes efficiently and releasing time to care

- We will continue to embrace the use of digital technologies to support efficient and safe patient care, that in turn reduces manual reporting and reduces the amount of time that nurses spend administratively.
- We will involve one another in their testing, to ensure digital solutions result in released time to care, and more robustly evidence the unique contribution we make as a profession.



# Celebrating success



We won the prestigious national 2018 Nursing Times Workforce Award for Best Workplace for Learning and Development (over 1,500 staff) - for the work of the South London Mental Health and Community Partnership Nursing Development Programme.

[oxleas.nhs.uk/about-us/south-london-mental-health-community-partnership/](https://oxleas.nhs.uk/about-us/south-london-mental-health-community-partnership/)

## Working at Oxleas

[youtube.com/watch?v=kfkX\\_F4BhVU](https://youtube.com/watch?v=kfkX_F4BhVU)

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# Nurses' engagement and wellbeing

We will continue to develop our open and honest culture of candour, whereby nursing staff recognise incidents and near misses, and feel safe to report them in the spirit of learning and patient safety.

We will review our current Nurse Executive Committee to become more inclusive for junior nursing leaders in order to support their career development

# 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.

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## Useful contact information

### Nursing Directorate

Pinewood House  
Pinewood Place  
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Kent  
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01322 625027

### Royal College of Nursing (RCN)

020 7409 3333  
[www.rcn.org.uk](http://www.rcn.org.uk)

### Nursing and Midwifery Council (NMC)

020 7637 7181  
[www.nmc-uk.org](http://www.nmc-uk.org)

### UNISON

0845 355 0845  
[www.unison.org.uk](http://www.unison.org.uk)

### UNITE

020 7611 2500  
[www.unitetheunion.org](http://www.unitetheunion.org)

[oxleas.nhs.uk](http://oxleas.nhs.uk)

### Cover photo:

Susan Owenama  
Nurse of the Year 2018



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