Office of the Nursing and Midwifery Services Director
Plan 2016-2018
Foreword

Our vision in healthcare as described in the HSE Corporate Plan 2015-2017 is to strive for “a healthier Ireland with a high quality service valued by all”. Nurses and midwives are key to achieving that vision within the context of the Programme for Health Service Improvement and the integrated care programmes. The Office of the Nursing and Midwifery Services Director (ONMSD) recognises the opportunity for the professions of nursing and midwifery to influence and give effect to operational, and service reform for the delivery of care at the frontline, both in clinical leadership and management, as well as leadership at a corporate and strategic level across the organisation. We believe that this plan will also guide the ONMSD in their contribution to quality and safety throughout the health service over the next three years. Within the context of the Health Services People Strategy 2015-2018 this plan outlines how the Office of the Nursing and Midwifery Services Director will strategically lead, support and develop the nursing and midwifery workforce to deliver safe high quality person centred care. It also outlines the role and function of the office and the activities we will engage in under the five goals of the HSE Corporate Plan for the next 3 years. I look forward to working and collaborating with colleagues across the health system as we strive for excellence in nursing and midwifery practice that will deliver compassionate care and improved health outcomes for our communities.

Mary Wynne
Interim Nursing and Midwifery Services Director
Office of the Nursing and Midwifery Services Director 2016-2018 Plan

Introduction

This plan outlines the strategic approach that will direct and inform the future contribution of the Office of Nursing and Midwifery Services Director (ONMSD) within the HSE from 2016-2018. It reflects and is consistent with the values and goals of the HSE Corporate Plan 2015-2017, the Health Services People Strategy 2016-2018 and supports the work of the Integrated Care Programmes Charter, 2015. This plan outlines the purpose, role, function and policy context in which the ONMSD operates and is the blueprint for the ONMSD for 2016-2018. This plan will support nursing and midwifery within the context of the healthcare reform programme to enhance the delivery of integrated care across health and social care services.

Purpose of the Office of the Nursing and Midwifery Services Director

The purpose of the Office of Nursing and Midwifery Services (ONMSD), Health Service Executive (HSE) is to strategically lead and support nurses and midwives to deliver a safe, high quality person centred healthcare in the HSE that enables people to improve their quality of life and wellbeing. The ONMSD is situated within and accountable to the HSE Clinical Strategy and Programmes Division (CSPD).

ONMSD Role and Function

The ONMSD is led by a Director, supported by a leadership team, Nursing and Midwifery Planning and Development Units and Centres for Nursing and Midwifery Education.

The ONMSD:

- provides professional guidance and expertise at a corporate level and to health service providers locally.
- provides a focal point for nursing and midwifery within the public health system and is the critical professional link between the Department of Health, Office of the Chief Nurse, the Nursing and Midwifery Board of Ireland, the HSE Directorate and its Divisions, Higher Education Institutes, Directors of Nursing and Midwifery and other stakeholders.
- provides expertise that is pivotal to the analysis, application, implementation and evaluation of legislation and health policy to the nursing and midwifery resource within health services nationally. This comprises an analysis of legislation, national and international policy and wider literature as well as nursing and midwifery specific data and identifying key actions necessary for the implementation of policy in every location where care is delivered.
- supports the Clinical Strategy Programmes Division by providing individual staff resources leading on specific aspects of programmes as well as the collective contribution of the ONMSD to the integrated care programmes. The ONMSD has a key enabling and leadership function in realising this contribution.
- supports Quality Improvement (QI) by providing individual staff resources to the Quality Improvement Division leading on specific QI projects as well as the collective contribution to QI education, practice, project development, research and resources.
- collects and analyses data nationally that informs and supports decision making pertaining to nursing and midwifery related factors. This results in the application of an integrated evidence based standardised approach nationally by nurses and midwives within services.
- is a budget holder and provider for design development and delivery of continuous professional development (CPD) for nurses and midwives incorporating education, clinical and leadership development, research, innovation and advancing clinical practice.
Context

Integrated Care Models

The role of the Clinical Strategy and Programmes Division (CSPD) is to improve the patient experience and quality of care through the design of standardised models of care throughout the health care system by bringing together clinical and management disciplines and enabling them to share innovative solutions to deliver greater benefits to every user of health services (CSPD Reform Integrated Care Programmes Charter 2015). CSPD has formed five Integrated Care Programmes (ICPs), as follows:

- Patient flow
- Older Person
- Chronic Disease Management
- Children’s Health
- Maternal Health

These programmes will contribute to improved efficiency across the whole health system (HSE National Service Plan 2015). ONMSD personnel provide key roles in the development and realisation of these programmes.

Policy

The Nurses and Midwives Act 2011 provides the legislative basis upon which both the nursing and midwifery professions operate. Healthy Ireland – A Framework for Improved Health and Wellbeing 2013-2025 adopts a government wide and cross-sectoral approach to population health and wellbeing. This focus shapes and determines the future health service requirements and how these are delivered. The HSE Directorate is implementing change and reform as set out in the Government policy document on health reform Future Health: A Strategic Framework for the Reform of the Health Service 2012-2015 and the Programme for Government 2011-2016. The Department of Health’s Office of the Chief Nursing Officer objectives are; to maximise the development and contribution of nursing and midwifery within the reforming health delivery system; and to drive and support the development of a culture of patient safety and quality across the health system. These policy objectives guide the work of the ONMSD.

Central to health service reform is quality improvement and ensuring patient safety is at the heart of health service delivery as reflected in the Framework for Improving Quality in our Health Service, HSE 2016. This focus seeks to ensure that the person’s experience of the health service is not only safe and of high quality, but also caring and compassionate. The ONMSD with HSE is committed to fostering a culture of continuous learning and improvement where the needs of the person come first and where the value of person centredness is communicated, understood and supported at every level throughout the organisation and impacts positively on patients, service users and staff experiences.
Strategic Approach of Office of Nursing and Midwifery Services Director (ONMSD)

The ONMSD will lead and support the development of capacity and capability of nursing and midwifery teams inclusive of health care assistants and maternity care assistants. Following a wide ranging consultative process, the ONMSD has developed the following vision, values, mission and goals that will guide and underpin the work of the office 2016-2018.

Our Vision
Achieving Excellence in Nursing and Midwifery Care:
This vision statement will contribute to the realisation of the HSE’s vision – ‘A healthier Ireland with a high quality health service valued by all’

Our Mission
Leading and enabling nursing and midwifery professions to provide quality care, by:

- Influencing policy and promoting person centred practice
- Strengthening capacity and capability within the workforce
- Supporting the delivery of service priorities and reform.

Our Values
The following values as set out in the HSE Corporate Plan 2015-2017 will guide the ONMSD in all its activities and interactions in realising its mission:

Care
- We will provide care that is of the highest quality
- We will deliver evidence based best practice
- We will listen to the views and opinions of our patients and service users and consider them in how we plan and deliver our services

Compassion
- We will show respect, kindness, consideration and empathy in our communication and interaction with people
- We will be courteous and open in our communication with people and recognise their fundamental worth
- We will provide services with dignity and demonstrate professionalism at all times

Trust
- We will provide services in which people have trust and confidence
- We will be open and transparent in how we provide services
- We will show honesty, integrity, consistency and accountability in decisions and actions

Learning
- We will foster learning, innovation and creativity
- We will support and encourage our workforce to achieve their full potential
- We will acknowledge when something is wrong, apologise for it, take corrective action and learn from it

We will try to live our values every day and will continue to develop them over the course of this plan. HSE Corporate Plan 2015-2017

Our goals are described under the banner of the relevant HSE corporate goals in terms of the ambition inherent within them and also in terms of what activities we will engage in to achieve our vision and mission.

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1 Excellence is defined as the quality of being outstanding or extremely good
2 Quality is defined as care that is person-centred, safe, effective and leads to better health and wellbeing or a peaceful death
Goal 1
Promote health and wellbeing as part of everything we do so that people will be healthier

Our Ambition
The ONMSD will support and advocate for the role of nurses and midwives and have an increased focus on promoting the positive physical and mental health of patients and service users.

What we will do
The ONMSD will influence HSE policy, practice and education to ensure that health and wellbeing is promoted through:

- Collaboration with relevant stakeholders to implement the following agreed and future directional plans for nurses and midwives, for example:
  - A Vision for Psychiatric/Mental Health Nursing, 2012
  - Strategy and Education Framework for nurses caring for patients with cancer in Ireland.
  - Intellectual Disabilities
  - Public Health Nursing
  - National Maternity Strategy
  - Acute Medicine
  - Working with each of the five Integrated Care Programmes, and with all the National Clinical Programmes, to develop a strategic vision and educational framework for nursing working with all service users across the spectrum of healthcare
  - Directional plans arising from the work of the integrated strategy in programmes division.

Goal 2
Provide fair, equitable and timely access to quality, safe health services that people need

Our Ambition
The ONMSD will support nurses and midwives to provide and assure safe and quality care to patients and service users and to continually strive to provide this in innovative ways based upon the best available evidence.

What we will do
The ONMSD will lead and support nurses and midwives to ensure that practice is evidence based and responsive to patient and service user need through:

Policy: supporting the development of national policy through the input of nurses and midwives. Support the implementation of policy in clinical practice through developing and disseminating clinical guidance where appropriate.

Research: building awareness, capacity and innovation in nursing and midwifery care. The ONMSD will continue to proactively support research capacity of nurses and midwives in Ireland. The objective will remain to develop capacity of nurses and midwives to understand and contribute to evidence based practice for the delivery of quality care. We will:

- support research and innovation through initiatives such as the REACH project
- in partnership with Health Research Board (HRB) and National Cancer Control Programme award a cancer nursing research scholarship in 2015-2018.
- work in partnership with Higher Education Institutes to inform them of HSE nursing and midwifery research priorities with a view to alignment of research themes
- fund nurses and midwives on relevant academic programmes that will incorporate research activity as well as advancing clinical skills
Goal 3

Foster a culture that is honest, compassionate, transparent and accountable

Innovation: leading change, innovation and advancing practice to enable better service delivery and to ensure the translation, application and implementation of policy into practice and sponsoring innovation within services.

Measurement for assurance and improvement: supporting nurses and midwives to measure and monitor the quality of care through the development of frameworks and other indicators. Some examples of this work are the implementation and evaluation of:

- Nursing and Midwifery Quality Care – Metrics nationally incorporating all disciplines
- National Community Nursing Oncology Programme
- Prescribing of Ionising Radiation X-Ray by Nurses
- Medicinal Product Prescribing by Nurses and Midwives
- Sexual Assault Forensic Examination
- Dementia Care

Our Ambition

The ONMSD will support nurses and midwives to build open, respectful and trusting professional relationships with patients, service users, the public and all staff.

What we will do

We will support the development of an enabling environment that fosters a culture that is person centred in all our interactions through:

Professional voice: strengthening our ability to influence through bringing together nursing and midwifery leaders to create a unified voice to advocate for the patient and service user from ‘bed to board’.

Alliance: creating alliances across medical, health and social care professional groups and other key stakeholders working in the health system both nationally and internationally. Actively engage with service user and patient representative groups and the general public.

Quality Improvement: seeking optimum outcomes for service users, better experience of care (system performance) and continued development and support of staff such as Caring Behaviours Assurance Systems Ireland (CBASI) and Compassionate Care.

Goal 4

Engage, develop and value our workforce to deliver the best possible care and services to the people who depend on them

Our ambition

We will strengthen capacity and capability by developing and testing innovative approaches to leadership, professional development and advancing nursing and midwifery professional practice. This includes responding to estimated future needs of the nursing and midwifery professions based on demographic and epidemiological changes in the population in addition to monitoring advances in technology and clinical treatments and care.

What we will do

We will strengthen the capacity of nurses and midwives and teams to meet the healthcare and wellbeing needs of the population through:

Collaboration: on policy, regulatory, professional and education matters with the Chief Nursing Officer and other divisions/sections of the Department of Health, and the Nursing and Midwifery Board of Ireland as well as patient/service user groups.
Leadership: following consultation and needs analysis of services with Nursing and Midwifery leaders, Leadership and Management Development Programmes for nurses and midwives will be designed commissioned and delivered through the National Leadership and Innovation Centre for Nursing and Midwifery (NLIC) and Nursing and Midwifery Planning and Development Units (NMPDUs).

**Education and professional development:** the educational programme design development and delivery role of the ONMSD will continue to be delivered through the Centres for Nursing and Midwifery Education who play a key role in supporting nurses and midwives in mandatory education, continuous professional development, and in the development of new competencies and maintenance of core competencies. The identification of education informed by service need and organisational objectives ensuring that targeted CPD programmes can be developed and provided to support nursing and midwifery in the delivery of quality evidence based care. This education also enables the dissemination and implementation of national guidelines e.g. I-MEWs, NEWS, PEWS. This activity utilises all modes of delivery: face to face, on-line eLearning and blended learning. The CNMEs will continue to deliver the QQI Level 5 Health Service Skills Certificate Programme for Health Care Assistants nationally on an ongoing basis. In addition, the ONMSD will develop a strategic vision and educational framework for nursing working with older people across the spectrum of healthcare

**Education commissioning:** the Office has and will continue to commission, at a national level, education programmes such as Medicinal Product Prescribing, X-ray Prescribing, and Sexual Assault Forensic Examination. Leadership and Management Development Programmes for nurses and midwives will be commissioned through the NLIC and the NMPDUs. Education commissioning will include programmes that are deemed necessary and appropriate to support the delivery of the integrated care programmes and person centred care. The range of these programmes will include professional accredited programmes and formal academic programmes and will seek to maximise value for money.

**Educational sponsorship:** the ONMSD through its NMPDUs and CNMEs will sponsor relevant post-graduate formal academic courses that prepare nurse and midwives for expanding their role as well as for specialist and advanced practice roles. The priority areas for sponsorship will relate to service needs and will support the delivery of all integrated models of care, as they are being developed and implemented. There will be a focus on development of Advanced Nurse/Midwife Practitioners and Clinical Nurse/Midwife Specialist roles. This sponsorship incorporates the Public Health Nurse and Forensic Nursing (SATU) initiatives.

**Workforce planning:** working with key stakeholders to plan for the right number of nurses and midwives and health care assistants and maternity care assistants, with the right skills, in the right places, doing the right work to deliver quality care. This will include:

- working with the Department of Health National Taskforce on Staffing and Skill Mix for Nursing in relation to implementing the Framework
- estimating capacity, current and future
- contributing to the monitoring, review and development of nursing and midwifery roles e.g. role expansion, development of Clinical Nurse/Midwife Specialist, and Advanced Nurse/Midwife Practitioners
- supporting the development of appropriate education to increase capacity to undertake nursing and midwifery workforce planning within services

**Role expansion:** supporting the expansion of the Scope of Practice and role of nurses and midwives in response to the opportunities presented by the reforms for an enhanced and more complex contribution from the nursing and midwifery workforce (for example, the further development of Advanced and Specialist practice roles).

**Effective communication:** regular consultation and engagement with nurses and midwives and associated stakeholders; and ensuring a communication/feedback loop using innovative communication solutions.

**Informatics:** facilitate the inclusion of informatics concepts, informatics skills and the use of informatics tools in professional nursing and midwifery practice.

**Professional support:** responding to requests by senior nurse and midwife leaders to assist with professional and service delivery-related challenges and opportunities.
Our Ambition
We will work to ensure that nursing and midwifery will play a central role in the reformed health service, will build on existing strengths and talents and will contribute in new ways to the delivery of health care in all care settings.

What we will do
We will support nurses, midwives and teams to deliver services through:

- Reform: ensuring the strategic alignment of the ONMSD team with the new structures of the HSE (Divisions, Hospital Groups, Community Health Organisations, Ambulance Services, Systems Reform Group, etc.) Nurses and midwives comprise one third of the healthcare workforce and have a professional responsibility to provide care across all healthcare settings and for all patient/client groups. They are ideally placed and have the opportunity to influence and give effect to cultural and structural reform of care provision at the frontline, in management roles as well as at a corporate and strategic level across the organisation

- Alignment: aligning our work to HSE service priorities, and providing nursing and midwifery input into service plans.

Operational Principles
The work of the office will be guided by the following operational principles

Professionalism and accountability: using knowledge and skill, informed judgement, and inter-personal behaviours characteristic of a person who is prepared for their specific role and is responsible and accountable for their practice.

Person Centredness: is an approach to practice established through the formation and fostering of relationships between all care providers, the person and others significant to them in their lives. It is underpinned by values of respect for persons, individual right to self determination, mutual respect and understanding. It is enabled by cultures of empowerment that foster continuous approaches to practice development.

Partnership: collaborating with agencies and services in putting patients/service users and their families at the heart of all decisions, to give effect to an ethos of shared responsibility and decision making.

Empowerment: enabling people, skills, resources, authority, and opportunity, as well as encouraging ownership of responsibility and accountability for the outcomes of their actions, will contribute to their motivation, competence, satisfaction and wellbeing.

Transparency: being consistently open and honest in all matters.

How we will measure success
The ONMSD Annual Business Plan will set out in detail the work that the ONMSD will undertake. Each annual business plan will address ongoing work and detail new work as it comes on stream. The work undertaken will be predicated upon the five goals of this three-year plan and the identified needs at corporate level as well as at a local level as appropriate. Each project’s performance indicators will be monitored quarterly.
Conclusion

The ONMSD provides a focal point for nursing and midwifery within the public health system and is the critical professional link with the Department of Health, the Office of the Chief Nurse, Regulators, HSE Directorate, Higher Education Institutes, Directors of Nursing and Midwifery, patient/service users and other stakeholders. This plan, consistent with the HSE Corporate Plan, sets out our vision, mission, values as well as our goals and ambitions and what we will do to realise our mission of Achieving Excellence in Nursing and Midwifery for the years 2016-2018. The ONMSD recognises the opportunity for the professions of nursing and midwifery to influence and give effect to operational, cultural and structural reform for delivery of care at the frontline, both in clinical leadership and management, as well as leadership at a corporate and strategic level across the organisation. We believe that this plan will also guide the ONMSD in their contribution to quality and safety throughout the health service over the next three years.