NURSING & MIDWIFERY STRATEGY
2014-2016

A road map for the next three years
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At UL Hospitals every nurse and midwife will set an example of excellence and professionalism for others.
Staff at ULHs
Acknowledgements

The nursing and midwifery steering group for the strategic development of nursing and midwifery in the acute hospital services across ULHs, wish to acknowledge the contribution of a number of people in the creation of this strategy.

- We would like to thank and acknowledge all of the nursing & midwifery staff who contributed to the strategy, through meetings, brainstorming sessions and feedback.

- We would like to thank and acknowledge Hilary Maher Lime Tree Managing Consulting who facilitated the senior nurse managers to explore the fundamentals of what really matters to the service user as well as nursing & midwifery in ULHs over the next three years.

- We wish to thank and acknowledge Mary Frances O’Reilly Area Director, NMPDU whose contribution to the strategy was invaluable, for attending each meeting and guiding us throughout the strategy.

- We would like to thank and acknowledge Ann Doherty, CEO ULHs for her support in the development of this strategy.

All staff appearing in the photographs in this strategy work in ULHs
It gives me great pleasure to present the Nursing & Midwifery Strategy for UL Hospitals 2014-2016. This strategy sets out how we as nurses and midwives plan to improve patient care over the next three years in a caring, courteous and professional way. The strategy has been developed in consultation with the nurses and midwives across all clinical sites.

The strategy is our road map to guide nursing & midwifery practice over the next three years. The strategy has been developed under four strategic priorities and builds on a strong foundation of existing good practice:

- Patient Safety/Quality
- Support learning and Development
- Efficient and Effective Care
- ICT/Data Management
These priorities focus on further developing each nurse and midwife to use their skills and competencies to enable them to be the best professional they can be, with our patients reaping the benefits. Our aim is to become a recognised centre for nursing and midwifery excellence attracting and retaining high calibre staff with knowledge, experience and a caring attitude.

The Strategy is a new chapter for nursing & midwifery in UL Hospitals. The contribution of every nurse & midwife is valued and has a role to play in ensuring the success of the strategy. The single hospital system poses challenges but integration at every level is the key to the delivery of high quality, safe and effective nursing & midwifery care to all our patients and their carers.

The launch of the strategy is only the beginning. An action plan with defined timescales will follow. I am confident if we work together we can make UL Hospitals the employer of choice with every nurse and midwife proud to work at UL Hospitals.

Noreen Spillane
Chief Director of Nursing & Midwifery

“When the effective leader is finished his work, the people say it happened naturally”

Lao Tzu
Staff at ULHs
This document is a strategy for nursing & midwifery for the acute hospital services in ULHs for the next three years. The strategy provides a framework and shared vision for nurses & midwives and is built to reflect the changing structures as we move from six individual hospitals into a single hospital unit across six sites. The six sites comprise of:

- UL Hospitals, University Hospital Limerick
- UL Hospitals, Ennis Hospital
- UL Hospitals, Nenagh Hospital
- UL Hospitals, Croom Hospital
- UL Hospitals, St. John’s Hospital
- UL Hospitals, University Maternity Hospital

The life of the strategy should see ULHs into a well established hospital Trust. The nursing & midwifery strategy will lead the performance of nurses & midwives to enable them to care for patients and to work with other disciplines to achieve the highest standards of quality care. This will be achieved through the retention & recruitment of nurses & midwives with the requisite knowledge, skills & attitude along with our partnership with the University of Limerick.

- The strategy was developed following significant engagement with nurses & midwives from ward to board. The challenges & vision for nursing and midwifery were identified with the pivotal focus always beginning and ending with the patient.

- The strategy has been developed under four strategic priorities:
  - Patient Safety/Quality,
  - Support Learning and Development
  - Efficient and Effective Care
  - ICT/Data Management
ULHs Corporate Clinical Governance Structure

Minister for Health

UL Hospitals Advisory Board

National Director Acute Care

CEO

CFO
CD-Med

Dir HR
CD-Peri Op

COO
CD-Mat & CH

Chief CD

GDON
CD-Diag

Dir QPS

Medicine Directorate

Acute Med
Emerg Med
Eldery Med
Cardiology
Renal Med
Respiratory
Rheumatology
Endocrine
Oncology
Haematology

Perioperative Directorate

Anaesthesia
Pain Med
Critical Care

General Surgery
Vascular
Urology
Orthopaedics
ENT
Maxillofacial

Maternal & Child Health Directorate

Obstetrics
Gynaecology

Paediatrics
Neonatology

Diagnostics Directorate

Radiology Imaging

Pathology Laboratory Services

PAMs
The Strategic Plan of any organisation need to reflect that organisation’s mission, vision and values.

- An organisation’s **Mission** is a broad, general statement of its reason for existence.

- The **Vision** describes the goal to which the organisation aspires.

- The **Values** underpin and support the organisation’s vision and mission. They are a set of beliefs and principles that guide the organisation’s work. They define the ‘culture’ of the organisation and reflect its ethos and philosophy. Our values govern our attitudes and behaviour towards all of those with who we have professional contact.

Statements of mission, vision and values for UL Hospitals were drafted by a working group convened by the CEO and then circulated to all UL Hospitals staff. They were modified in the light of feedback received and have subsequently been approved by the CEO, by the UL Hospitals’ Executive Management Team and by the UL Hospitals Board. The statements are as follows:
Statement of Vision:

To be ranked among the top three Irish university hospitals by 2018

To treat each patient as we would wish to be treated ourselves

To provide safe, quality, excellent clinical services equitably

To foster a culture of continuous improvement in our work

To deal expeditiously with each patient presenting as an emergency

To incorporate education and research into everything we do

To use our resources efficiently and in harmony with the environment

To make our hospital a place in which we take pride and people like coming to work

Mission Statement:

“All of the staff of this hospital will work together in a respectful, caring and professional way to deliver the best possible patient experience in a safe and clean environment and in the most effective and efficient way possible. We are committed to achieving this each and every day.”

Statement of Values:

“Caring, Courteous and Professional”
The National Standards for Safer Better Healthcare

Our Focus is You
Staff at ULHs
The Four Strategic Priorities for Nursing and Midwifery

A. Patient Safety/Quality
B. Support Learning and Development
C. Efficient and Effective Care
D. ICT/Data Management
Aim:
By 2017 all Nurses and Midwives will be achieving the National Quality Standards and patients/service users will be receiving safer, better healthcare.

Priority Projects

Staff Awareness, involvement and implementation.
- Assess compliance against the National Standards for Safer Better Healthcare
- Develop, risk assess, implement and evaluate Quality Improvement Plans (QIP’s)
- Measure against Key Performance Indicators (KPI’s)
- Provide evidence of compliance with the National Standards
- Active engagement with multidisciplinary teams
- Embed Quality and Safety walk rounds

Service User involvement and feedback
- Collect regular feedback from our service users about their experience
- Work in partnership with service users in the provision of care and in the planning and design of services
- Use the feedback received to improve the quality and safety of the services we provide
- Take account of the particular needs of individuals and specific groups when planning and delivering care

Assurance and Sustainability
- Apply the Scope of Nursing and Midwifery Practice Framework to assure and sustain the provision of safe, quality patient care.
- Standardise processes and pathways across ULHs. Collaborate across Directorates and Sites.
- Share good practice and learning
Aim:

By 2017 all Nurses and Midwives will have the knowledge, skills, attitudes and values appropriate to caring and respecting people. They will feel pride in their work, their profession and their organisation.

Priority Projects

- **Culture of Pride & Professionalism**
  - Commit to develop strong and effective leadership at every level
  - Support a culture of training and development
  - Embed the core values of the organisation
  - Support the development of competent, capable and confident staff who will meet the needs of the service for today and tomorrow

- **Optimise Resources to Maximise Care**
  - Ensure we have the right people with the right skills working in the right place
  - Implement an appropriate skill mix (including developing basic skills and then develop the services in terms of e.g.

- **Competent and Capable of Meeting the Needs of the Service**
  - Develop work force plans to include CNS/CMS and ANP/AMP development
  - Support the development of appropriate skills at all levels

- **Performance Management**
  - Embed Performance Management Systems
Aim:

By 2017 we will provide safe, quality, cost effective & efficient Nursing & Midwifery care as part of multidisciplinary teams.

Priority Projects - Support Learning & Development

- Provide education and engagement to understand and appreciate cost effective health care to include education in financial management and budgets.
- Collect evidence on efficiencies using Lean principles such as Productive Ward.
- Engaging with Financial specialists and IT Information on financial activity relevant to the service.
Aim:

By 2017 Nurses and Midwives will be using technology effectively to deliver care.

Priority Projects

- Use technology to assist in managing the Nursing & Midwifery workforce including rostering, absenteeism and work force planning.

- Optimise the use of the Quality Management Information System (Q Pulse) for Policies, Procedures, Protocols & Guideline documentation control & dissemination.

- Use technology to support audit, risk management and quality improvement plans.

- Embrace technology to improve Nursing and Midwifery documentation, information sharing and learning across ULHs to include iBed and Rapid Electronic Assessment Documentation Systems (READS), Pen-stream.

- Utilise existing technology systems to improve efficiencies e.g. SAP HR and ERPS (Enterprise Resource Planning System)

- Organise for every Nurse and Midwife to have access to a work e-mail account.

- Design a suite of reports relevant to Nursing & Midwifery e.g. HR, stock control, activity reports and budgeting.
Key documents that have helped inform the strategy

- A Northern Ireland Strategy for Nursing and Midwifery 2010-2015
- Cambridge University Hospitals Nursing and Midwifery Strategy 2008-2013
- Galway and Roscommon University Hospital Group Nursing and Midwifery Strategy 2013-2018
- The Nurses Executives’ Handbook: Leading the Business of Caring from Ward to Board; Burdett Trust for Nursing and the King’s Fund 2009
- UL Hospitals Strategic Plan 2014-2016
The purpose of the strategy for UL Hospitals is to identify strategic priorities for nurses and midwives based on service requirements. Ensuring the patient is at the forefront of everything we do and through continuing effective communication and collaboration, each of the four strategic priorities will be delivered over the next three years.

Guided by our governing body the Nursing and Midwifery Board of Ireland we as professionals are entirely committed to delivering excellence in patient safety and quality through enhanced learning and development and efficient and effective care.

This pursuit of excellence in these four strategic priorities will cultivate personal leadership and professional growth. At UL Hospitals every nurse and midwife will set an example of excellence and professionalism for others.
The nursing and midwifery strategy joins with the vision of ULHs corporate strategy with a clear aim of being one of the top three university hospitals in the country by 2018. This can be achieved with effective and efficient planning combined with strong leadership where each nurse and midwife will set an example of excellence and professionalism for others.

“If your actions inspire others to dream more, learn more, do more and become more you are a leader”

John Quincy Adams