

Meeting: Trust Board

Agenda Item: TB/17-18/114

Date: 23 November 2017

Boardpad ref:14

Agenda item **Nursing Strategy**
Item from **Mary Mumvuri**
Attachments **Nursing Strategy**

Summary and Highlights

This agenda submission provides our Nursing Strategy final draft for professional and operational consideration and feedback, in preparation for its launch event on 27th November.

The strategy is the result of 18 months of formal and informal input from a range of staff across the Trust and incorporate patients and carers’ feedback. It reflects relevant national drivers, policies and frameworks including our national Nursing strategy- “Leading Change Adding Value”.

The strategy launches our nursing brand [KMPTProudNurses](#) and addresses the key issues of registered and unregistered nurses recruitment and retention, wellbeing, career pathways, training and development, quality improvement, research and innovation.

Relevant Strategic Priority	Deliver financial balance and organisational sustainability
Links to BAF/Trust Risk Register	n/a
Additional Risks (CQC, NHS Constitution)	n/a
Financial implications/impact	n/a
Legal implications/impact	n/a
Partnership implications/impact	n/a
QIA completion	n/a
Consideration at other Committees	Workforce and OD Committee 14.11.17

Recommendation

The Board is asked to approve the Nursing Strategy

Nursing strategy 2017-2020



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Welcome

We are immensely proud to finally present our first nursing strategy which we have worked on for the past eighteen months. When I came into post as Executive Director of Nursing and Quality in May 2016, I made a commitment to develop a professional strategy that clearly sets out our vision, aspirations and future direction for the next three years.

We are pleased to say this ambitious strategy has had both formal and informal input from a range of staff across the trust and incorporates patient and carers' feedback. It reflects relevant national drivers, policies and frameworks including our national nursing strategy - "Leading Change, Adding Value." Through its implementation, we will make an invaluable contribution to the trust's ambition of being rated as "Outstanding overall" by the Care Quality Commission.

Our vision is that KMPT nurses will be amongst those that will lead mental health nursing into the 21st century and will show one another and the rest of the world how it can be done, and should be done, all of the time. We launch our strategy at a time of unprecedented challenge in the NHS, and specifically in mental health care. Through our strategy, we will develop confidence and resilience in our nursing workforce, and together, this will allow us to flexibly navigate and respond to the changes, challenges and opportunities coming through the health and social care system.

Through this strategy, we will develop, train and support our nursing staff at all levels to influence and provide efficient and excellent clinical care. KMPT nursing care will continue to be delivered with kindness and compassion, will uphold our trust values and the NMC Code for Registered Nurses.

Through implementation of our strategy, we will attract and retain our nursing staff and strengthen professional nursing leadership in our care groups. We will have a KMPT nursing brand **#KMPTProudNurses** where our staff thrive, are able to retain their professional identity while working alongside other health and social care professionals, feel supported, valued and remain committed to working in KMPT. Above all, with us, they will take pride in the unique contributions they make in providing excellent care to our patients. We truly believe our patients and their families deserve nothing less.



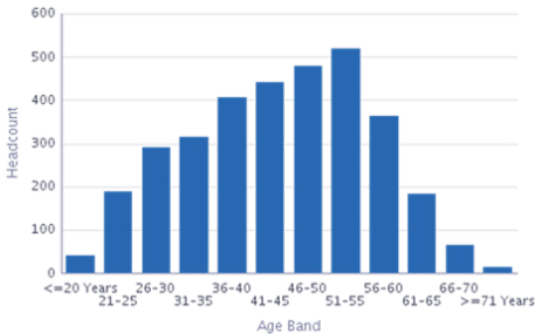
**Mary Mumvuri,
Executive Director
of Nursing and Quality**



**Teresa Barker,
Deputy Director
of Nursing and Practice**

Background and context

The national shortage of nurses, employing an ageing population and many staff having mental health officers status is a challenge for KMPT.



In September 2017, we had a combined vacancy rate of 13 per cent for our Band 2 - 8a registered and unregistered nursing staff, and a sickness rate of 5.9 per cent. Nearly half of the total number of staff we employ as an organisation are registered and unregistered nursing staff, and so our strategy must and will address these complex recruitment and retention issues.

Furthermore, here in Kent, we do not qualify for the London enhancements, despite many of our services sitting on the periphery of our south east London boroughs and our east Kent services being surrounded by sea! Our total offering will need to attract nurses beyond the salary package, and therefore our ambition is to continue to build our reputation as an employer of choice; one that supports nursing development, offers the best support, supervision and training opportunities and invests in our nurses' career pathways in creative and aspirational ways.

Our priorities

Our strategy aims to ensure that what matters most to our nurses is reflected in our organisational priorities.

We will ensure that a priority focus is given to **nursing recruitment and retention** from Bands 2 - 8, to ensure that the care that we provide to the people that use our services is of the highest quality, all of the time. We will develop **career pathways, training and development opportunities** that will lead to the best clinical outcomes for our service users. We will become a **research active** profession in which **innovation, use of technology and quality improvement** will become central to what we do, all of the time.

We will not be able to achieve any of this without our registered and unregistered nursing staff. Therefore, a priority focus will be given to **nurses' engagement and wellbeing**; ensuring that our registered and unregistered nursing staff have opportunities to steer our ongoing developments, and are supported to maintain their own health, wellbeing and resilience; as they nurture the same in the people they care for and work with.



Nursing recruitment and retention

It is widely acknowledged that the higher the rate of permanent staffing, the higher the quality of care is provided and better patient experience reported. We will have a highly competent, sustainable and caring nursing workforce that are proud to work for KMPT. Our nurses will feel invested in, will be supported to operate a worklife balance and will want to progress their career within KMPT as an employer of choice. We want our nurses reaching retirement age in the next five years, to be able to mentor our junior nursing staff so that their wealth of expertise does not leave with them as they retire. In turn, our junior nurses will experience this valued support in their early post qualifying years. We have taken learning from our successes in recruitment and in feedback from new recruits about what attracts nurses to KMPT and we will cast our net widely to attract a diverse range of individuals to join us.

So, what will we do to achieve this?

- We will develop and advertise cross care group rotational posts for Band 5 - 6 nurses
- We will increase our presence at university fairs and will work closely with our partner Higher Educational Institutions to increase student nurses intake and appointment into KMPT substantive roles, ensure sufficient mentor capacity and placement options
- We will increase the number of physical health nurses working in our trust and ensure a clinical career pathway is available to them
- Through the Sustainable Transformation Partnership (STP) we will explore overseas recruitment
- We will continue to develop our Registered Nurse (RN) pipeline by supporting the recruitment of student nurses directly or through the Nursing Associate programme, Foundation Degree/certificates and accelerated post graduate courses leading to RN registration
- We will support the use of flexible working patterns; including annualised hours

- We will remain engaged with our student nurses throughout their three year programme, giving them opportunities to formally and informally meet with senior leaders throughout their study
- We will increase the number of apprenticeships we offer in our clinical areas
- As part of our six monthly establishment reviews, we will make opportunities for new posts to become part of our establishment. One example of this will be Nursing Associate roles
- We will develop a clearly defined clinical nursing career pathways framework and carefully support our nurses to aspire to and position themselves for these roles
- We will continue to support our nurses to develop their leadership and management capabilities, working with them closely through their appraisal and Personal Development Plan cycle
- In partnership with nurses that will reach retirement age in the next five years, we will agree a way of ensuring their knowledge is shared with our junior nurses; sharing expertise across the nursing life span
- We will continue our relationship with NHS Professionals to ensure that non-permanent nursing staff are adequately supported to provide the highest quality nursing care in their time spent with us
- We will sign up to NHSI's retention support programme, specifically designed for mental health trusts.

How will we know we are succeeding?

- We will reduce our Band 5 - 6 nursing vacancy rate from 19 per cent to less than 15 per cent by the end of 2018-19
- We have already made significant improvements in Friends and Family test submissions, seeing an increase of more than 200 per cent in submissions in the year from September 2016-2017 and a further 2 per cent rise in recommending the trust as a place to receive care. Data in the month of September 2017 showed 605 submissions and 93 per cent recommendation. By December 2018, we will have seen

further improvements in this area so that we are consistently receiving 1000+ submissions per month and more than 95 per cent of patients will be recommending KMPT

- By 2020, we will see an increase in the numbers of student nurses joining KMPT from 40 per cent in 2016-17 to more than 60 per cent in 2019-20
- By the end of March 2018, we will have consulted with nurses reaching retirement age to agree how we will share expertise across the nursing life span
- By the 2019 and 2020 National Patient Survey results, we will have seen an improvement in patients' overall view of care and services from 6.4/10 in 2016, to at least 7/10 in 2019 and 7.2/10 in 2020. With this achieved, based on 2016 data, this will see KMPT to be amongst the top performing mental health trusts in the UK
- By 2020 we will have reduced our registered nursing turnover from 15 per cent in 2016 to 13 per cent in 2018 and 12 per cent in 2020.



Training, development and career pathways

Career pathways

We recognise that many of our nurses are not looking for promotion and are happy working in their current bands. We will support these nurses to be the best nurses they can be, and will develop them to be able to fulfil their roles to the best of their abilities.

It is a local experience of nurses that the reputation of being a 'good nurse' is what leads you to a management or leadership position and that historically, this has resulted in spending less time with patients. Many nurses report having been ill prepared for the change in role. For some nurses that do want to progress their careers to senior positions, working in a traditional management role fits with their career aspirations and we will continue to support this career pathway, starting with our new Management Essentials training that is already having good feedback, and by supporting nurses to go on and pursue formal academic health care leadership and management qualifications.

For many nurses however, they would like to develop their clinical career further to become expert clinicians. We know that this will even better support us to deliver on our vision to provide the best care possible, and so we will have a range of new visible and impactful senior nursing roles that will enable a new career structure for KMPT nurses.

So, what will we do to achieve this?

- We will support our nurses to formally develop and enhance their leadership skills and behaviours. This should enable them to lead in their clinical areas as well as be in a prime position to take up leadership roles in the organisation as they become available
- We will refocus some of the Band 6 - 7 Registered Nurse posts into Practice Development Nurse roles, who can act as role models and support nursing staff in direct care
- We will develop Advanced Practitioners roles using the national framework

- We will support the training, development and practice of Non Medical Prescribers and other clinical specialist roles at Band 7 and above
- Through our standardisation of job descriptions, we will review the roles of Band 2 - 8 unregistered and registered nursing roles, and ensure consistent competencies are applied across all care groups
- We will review the current Corporate Nursing Team Lead Nurse role and instead, we will have Heads of Nursing Band 8b sitting within Operational Care Groups Senior Management Teams
- By 2018, we will have a minimum of six Consultant Nurses in Band 8c in our community and inpatient settings
- We will work towards having Nurse Responsible Clinicians.

How will we know we are succeeding?

- By the end of December 2018, we will have Non Medical Prescribers in our community mental health team and crisis teams where appropriate
- By the end of June 2018, we will have completed our capability review of roles and have standardised job descriptions for all Bands 2 - 8 that are based on competencies. This will make our roles clearer for our patients, their loved ones and ourselves
- By the end of March 2018 we will have Heads of Nursing in post in our Community, Acute and Older People's Care Groups
- By the end of March 2018, we will have a clear career map of the various clinical, managerial, professional leadership and educational routes that nurses can take. We will update this on a six monthly basis to reflect our progression
- By the end of December 2018, we will have Consultant Nurses working clinically in a number of our community and inpatient services
- By 2020 we will have at least one Nurse Responsible Clinician (RC) in post
- Through the appraisal and Personal Development Planning cycle, and linked to the reviewed job descriptions and person

specifications, we will align our role requirements with the Healthcare Leadership framework for Band 7 nurses and above, supported through coaching and mentorship.

Training and development

Recent internal surveys have taught us that our nurses would like more training in the things that matter to them in clinical practice, and will improve the care that they are able to provide to their patients in their current roles. We have nurses that would like to explore formal academic pathways and others that want short training courses in tangible practice areas. We have a large group of nurses who choose not to pursue formal academic pathways, as they are concerned about how they would fit their studies into busy home and work schedules. We will need to address this with our Organisational Development colleagues and through our Learning and Development policies. We have highly experienced nurses working from their Project 2000 Diplomas and we have all new qualified nurses entering the profession with a BSc degree. We must address this to ensure that our patients receive the best current and evidence based care possible.

We have our Clinical Strategy and a Kent wide Sustainability and Transformation Partnership (STP) that will require us to flexibly deliver mental health care within the wider system. We are developing our standard operating procedures in our community services, and need a flexible nursing workforce that has the skill-set and personal attributes required to boldly support change. We have work to do on ensuring that clinical supervision is of the highest quality, and we need to develop a culture whereby clinical supervision is highly valued and given priority time in our busy lives. We will ensure that nursing staff work to standardised job descriptions and have core competencies, underpinned by relevant knowledge, skills and behaviours. We have a new apprenticeship levy and we must maximise our educational developments through this.

So, what will we do to achieve this?

- We need to work together with our Organisational Development colleagues across professions and Care Groups to update our training needs analysis

- We will review the capability and competency requirements at all nursing Bands 2 - 8, and will standardise job descriptions
- We will work with colleagues to become proficient in understanding the new apprenticeship levy and then maximize our developments through this
- Through partnership with our local universities, we will review post graduate training opportunities, identify gaps and work together to ensure availability of required training that is fit for today's mental health care needs
- We will review how we allocate our training budgets and ensure that priority is given to training applications that are clearly aligned with our clinical strategy, to those registered nurses that are yet to obtain their degree and to those long standing nurses reaching retirement that have such expertise that they will become excellent mentors for those nurses more recently qualified
- We will review our current practice in relation to clinical supervision and take action to ensure that clinical supervision is of a high quality and enables safe practice, resulting in excellent patient outcomes.

How will we know we are succeeding?

- By the end of June 2018, every member of staff will have access to dedicated clinical supervision
- By December 2018, we will have a menu of courses underpinned by apprenticeship standards
- By the end of March 2018, we will have established a consistent process for allocating training budgets to our priority groups.

Excellent care through research, innovation and technology and a focus on quality improvement

It is widely acknowledged that research confident organisations are those that provide some of the best innovative care solutions and develop cultures that see quality improvement embedded in day to day practice. This is what we believe will support the best care outcomes for our patients and their families. We recognise the importance of making best use of

technology at the point of care. It will enable us to work safely and as efficiently and effectively as possible. We also recognize the crucial role that quality improvement plays in improving practice and engendering a culture of innovation. All of this will ensure we are providing consistently high standards of care.

So, what will we do to achieve this?

- We will enable our nursing staff to lead on and participate in research. We will do this by working with our local universities and our own Research Team to increase the support we can offer to nurses in developing their confidence in research
- We will provide a forum for student nurses and registered nurses who are undertaking research as part of their studies, to actively use their research findings in helping us to further develop our services
- We will give nursing staff the opportunity to work with their multi-disciplinary team colleagues to engage in and lead quality improvement projects. We will do this through our connection with the regional Quality and Safety Collaborative and we will prioritise the attendance of front line staff to the quarterly workshops to build our capability and confidence in quality improvement, whilst learning from and sharing ideas with our regional colleagues
- Staff with an interest in education will be supported to apply for visiting lecturer positions with our local universities. This will support use of research in practice
- We will further develop our WiFi project, that will enable the use of tablets and other devices to capture data in our services in real time, and for that data to transfer straight through to RiO.

How will we know we are succeeding?

- By the end of December 2018 we will have a growing pool of nurses that have become active researchers and celebrate their work by publishing and presenting on regional and national platforms
- We will have new nurse leaders that foster a research culture within their teams

- We will have full attendance and presentation at each of the quarterly regional Quality and Safety Collaborative, most of which will include front line clinicians
- We will increase the number of nurses who are Principle Investigators
- We will have nurses leading a range of quality improvement projects running in all care groups.

Nursing engagement and wellbeing

The engagement and wellbeing of our staff is our top priority. Without this, we cannot achieve the clinical outcomes we aspire to for our patients and their loved ones. A nurse who is supported to achieve a worklife balance, who feels confident and is full of hope and energy gives their patients a far better chance of feeling the same.

So, what will we do to achieve this?

We will engage our nurses in decision-making.

In the past year, we have relaunched our Senior Nurses Leadership Forum and launched our 'Big Conversation' and 'Big Conversation on the Road'. We have, with the guidance of our CEO Helen Greatorex, set an expectation that all staff carry out at least one 'working with day' per year in a different service. This is to enable people to learn from one another, build their networks and enable them to contribute to setting the direction for how we offer the best possible care across our services all of the time. We will continue to encourage membership at our Clinical Senate, which is a great thinking, reflecting and learning space for clinicians at all levels to contribute to setting clinical standards and making high level clinical decisions together. We will continue to consult with our nurses about proposed changes and policy reviews and work together to embed this style of practice in our culture consistently.

How will we know we are succeeding?

- We will have a well attended Senior Nursing Leads Forum, with representatives from all care groups at every meeting
- We will have a culture of 'working with days' that is evidenced through appraisal and Personal Development Planning

KMPT: Nursing Strategy 2017-2020

Vision

KMPT nurses will be amongst those that will lead mental health nursing into the 21st century, showing one another and the rest of the world how it can and should be done, all of the time. We will consistently deliver the best possible care to our patients and their families and carers, in the right place, at the right time, achieving the right outcome.

Four key strategic areas

Nursing recruitment and retention

Career pathways, training and development

Research, innovation, use of technology and quality improvement

Nurses engagement and wellbeing

Our plans

Cross care group rotational posts
Increase in physical health nurses
New clinical career opportunities
Increase in number of student nurses coming to work in KMPT
Overseas recruitment
Embrace new roles
High quality appraisal and Personal Development Plans
Retirees supporting junior nurses
Supported NHSP staff
Improved Friends and Family tests.

Support enhanced leadership skills and behaviours
Clinical career map with opportunities, including Non Medical Prescribers, Heads of Nursing, Consultant Nurses, Nurse Responsible Clinicians
Standardised job descriptions
Develop pipeline for Registered Nurses e.g. through Nursing Associates
Aligned role requirements with Healthcare Leadership framework
Coordinated training needs analysis, training budgets and their use, plus menu of courses
Use of apprenticeship levy.

Confident and active nursing researchers, working with multi-disciplinary colleagues to use their findings to inform innovation
Forums to discuss research
Nurses leading quality improvement projects in their clinical areas
Visiting lecturer positions and clinical fellowship
Quality and safety collaborative
Nurses as Principle Investigators
Use of technology innovations to support efficient and safe patient care.

Nurses engaged in and consulted with and about proposed changes and policy reviews
'Working with' days
Big Conversations
Senior Nurses Leadership Forum
Clinical Senate
Staff MOTs'
Freedom to Speak Up
Flexible working
Reduction in violence and aggression
Clinical supervision and reflective practice.

- We will have a well attended Clinical Senate, with evidence of good feedback from nurses.

We will give focused attention to our nurses' wellbeing

In the past year, we have seen 270 staff attend our staff MOT clinics, whereby vital signs monitoring, weight management, smoking cessation advice, flu vaccinations, cholesterol and blood sugar tests all form part of a growing menu of services. Feedback is consistently positive and staff have good ideas about how they would like to see the clinics developed further. We will begin to capture demographic data related to our staff MOT attendance and we will operate a 'you said, we did' cycle of improvement to ensure that the MOT clinics offer our staff what they need.

Our nurses will be able to raise concerns through their new professional leadership structures as well as through their traditional management lines. Further more, our nurses will have access to our new 'Freedom to Speak Up Guardian' and Ambassadors. Our value of openness will continue to be nurtured into our operating culture.



We will enable nursing staff to achieve a worklife balance by offering and supporting flexible contracts; including annualised hours where possible.

We will continue to operate and encourage our flexible working policies in recruitment and retention. We will continue to give a priority focus through our quality priority to reduce violence and aggression. When staff are victim to aggression, we will have consistent systems and processes to offer timely support.

How will we know we are succeeding?

- We will see a year on year increase in registered and unregistered nursing staff attending staff MOT days so that by 2020, at least half of our registered and unregistered nursing staff are attending for a staff MOT on a yearly basis
- By the 2018 National Staff Survey results we will have seen an improvement in a number of the key findings pertaining to the experience of our registered and unregistered nursing staff. Specifically, we will have seen an improvement in health and wellbeing scores, flexible working, feeling valued by the organisation, and a reduction in staff experiencing violence, harassment and bullying. Success will see our overall staff engagement scores for registered and unregistered nurses improving from a combined 2016 position of 3.82/5 to a minimum of 4/5 by the 2018 National Staff Survey
- By the end of March 2019, we will see a decrease in registered and unregistered nurses' sick below the trust target of 3.9 per cent.

Implementation and review

Implementation of our strategy will be led by the new Heads of Nursing, under the leadership of the Deputy Director of Nursing and Practice. There will be a delivery plan to support the strategy, with clear milestones and progress monitored through the Senior Nursing Leaders Forum, care group leadership forums, the Workforce and Organisational Development Committee and annually to KMPT trust Board.

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