



Bradford Teaching Hospitals NHS Foundation Trust  
**Nursing and Midwifery Strategy 2022-2026**  
Delivering Excellence in Nursing and Midwifery Care



*The **Trust's Vision** is "to be an outstanding provider of healthcare, research and education, and a great place to work"*

## Nursing and Midwifery Strategy 2022-2026

### Delivering Excellence in Nursing and Midwifery Care

- The **Trust's Vision** is *"to be an outstanding provider of healthcare, research and education, and a great place to work"*
- Our focus will always be on *"delivering outstanding, quality care with kindness, where and when our patients need it"*
- The **Nursing and Midwifery Strategy** sets out how we will achieve delivery of outstanding nursing and midwifery care by focusing on **6 key areas**, which align to the Trust's strategic themes of: ***Our People, Our Patients, Our Place, Our Partners.***

## 1. Foreword

Never before has nursing and midwifery experienced an event that has touched every single one of us. The Covid pandemic has been a great leveller and has shown that, when we need to be counted on, we rise to the challenge and perform and practice in ways that we would never believe. Now as the dust starts to settle, we need to start to learn to live with Covid and also take time to reflect, restart and regroup.

The nursing and midwifery strategy describes our ambition to be outstanding in all aspects of nursing and midwifery care. We will focus on our patients and how we tailor our practice to meet the needs of our population, addressing health inequalities and enhancing the patient experience. None of this will be possible, though, without a focus on our workforce. We need to recruit, retain and reward talented individuals who work with us, to enable them to do their very best.

Whilst always having sight of health inequalities, what they mean for our population and how we deliver care, we also need to embrace change, advancing technology and new roles. However, we must also ensure that we get the “brilliant basics” right and have checks and balances in place to ensure that we are giving the safest and highest quality care.

It is a privilege to be the Chief Nurse at Bradford Teaching Hospitals NHS Foundation Trust, where the nursing and midwifery workforce are dedicated and professional. This strategy gives a grounding and a road map to achieve outstanding care and enable our talented individuals to thrive and develop their full potential.

***Karen Dawber, Chief Nurse, BTHFT***



# Delivering Excellence in Nursing and Midwifery Care

## Six Key Areas of Focus



# Leadership: **what do we mean?**





***Our People*** are empowered to resolve key issues in their areas of practice, and lead or support the development of their clinical services

## Leadership objectives: **how will we achieve this?**

We will ensure that **Our People** (nurses and midwives) are empowered to resolve key issues in their areas of practice, and can lead or support the development of their clinical services. We will do this by:

- Establishing a model of shared governance / shared professional decision-making, which will mean clinical nurses and midwives are more involved in decisions that affect their practice
- Re-establishing leadership development programmes for B5, 6 and 7 nurses and midwives
- Establishing leadership programmes for B8a roles and above
- Establishing mentorship and supervision (using the Professional Advocacy model) for all nursing and midwifery roles
- Establishing succession planning for all roles

## Education and development: **what do we mean?**





We will offer **Our People** education, training and professional development opportunities as a means of recruiting and retaining the very best people

## Education and development objectives: **how will we achieve this?**

We will offer **Our People** education, training and professional development opportunities as a means to recruit and retain the very best people. We will do this by establishing a culture that supports continuing professional development, by ensuring that all our nurses and midwives:

- Are offered support to transition to practice, as either a new starter or when transferring to a new role or department
- Understand what evidence-based practice is, can locate and critique research findings, and be able to implement them into practice as appropriate
- Understand the benefits of clinical and nursing research in the provision of patient care

- Understand the principles of quality improvement and are able to apply them to practice
- Have a personal development plan tailored to the needs of their roles, including the opportunity for specialty skills and knowledge development
- Have opportunities for learning and development based on identified needs in relation to their roles, identified through gap analysis and lessons learned, including but not limited to:
  - Top-up to nursing / midwifery degree
  - Leadership development
  - Specialty qualifications
  - Understanding and application of shared governance
  - Promoting careers in nursing research



## Patient experience: **what do we mean?**



*We will strive to ensure a positive experience for **Our Patients** and their families; ensuring they are treated with kindness*



## Patient experience objectives: **how will we achieve this?**

*We will strive to ensure a positive experience for **Our Patients** and their families; ensuring they are treated with kindness, consistent with our Trust values: **we care, we value people**. We will do this by:*

- Developing a professional practice model that has patient- and family-centred care at its heart
- Promoting the Embedding Kindness programme, recognising that **kindness costs nothing but can mean everything** to our patients and their families
- Ensuring that care is culturally and socially sensitive, based on the individual's needs
- Supporting nurses and midwives to listen and respond to patient feedback, to inform improvements in care provision
- Supporting nurses and midwives to play a key role in reducing health inequalities, in particular, supporting access to healthcare for hard to reach individuals and groups

## Staff experience: **what do we mean?**





*We will focus on looking after **Our People** and improving the wellbeing of our nurses and midwives*

## Staff experience objectives: **how will we achieve this?**

*We will focus on looking after **Our People** and improving the wellbeing of our nurses and midwives by:*

- Implementing the Magnet® standards as part of the Magnet4Europe programme, which focuses on improving staff health and wellbeing
- Promoting a culture of continuous improvement, where nurses and midwives feel listened to, valued and empowered to make improvements to the care they provide
- Taking action to prevent discrimination in relation to the protected characteristics set out in the Equality Act 2010

- Establishing unit-based councils as part of shared governance, to promote staff engagement and foster a culture of empowerment of ward / department teams, giving nurses and midwives a greater say in decision-making
- Refreshing the approach to recruitment and retention of staff, engaging with clinical staff to develop strategies that help attract and retain the very best staff, ensuring that our workforce is representative of the communities we serve
- Strengthening our approach to recognition and reward within nursing and midwifery
- Establishing mechanisms for staff feedback, to ensure we take action on what matters to staff



## Partnership working: **what do we mean?**





*As nurses and midwives, we will focus on working together with **Our Partners**, to help the people of **Our Place** in Bradford live longer in good health*

## Partnership working objectives; **how will we do this?**

*As nurses and midwives, we will focus on working together with **Our Partners**, to help the people of **Our Place** in Bradford live longer in good health. We will do this by:*

- Adopting the principles of Magnet® to improve the way we work with professional colleagues and improve the experience of care for our patients
- Seeking opportunities to promote nursing research, closing the gap between research and practice
- Improving partnership working between clinical and research teams to improve the quality of care that we provide

- Actively engaging in the design / redesign of the Trust's estate, providing clinical insight into the plans for any new facilities
- Ensuring there is appropriate input from clinical nurses and midwives into the transformation of services that will be delivered as part of the Virtual Hospital
- Ensuring there is input from clinical nurses and midwives into relevant elements of the Act as One programme



## Quality and safety of care: **what do we mean?**





## Quality and safety objectives: **how will we do this?**

*We will focus on maintaining our commitment to safety and continuous quality improvement for **Our Patients**, through working with **Our Partners** as part of a multi-professional team. For nursing and midwifery this will mean:*

- Strengthening our approach to the collection and analysis of nursing and midwifery quality metrics, and outcomes for both inpatient and outpatient areas
- Educating and empowering **Our Staff** to be able to use data (including patient safety data) and take ownership of identifying and acting upon areas for improvement
- Empowering **Our Staff** to be able to lead / support multi-professional teams to drive local improvement
- As part of the Shared Governance process, ensure clinical nurses and midwives are part of corporate multi-professional decision-making forums
- Embracing the National Patient Safety Strategy, adopting a patient safety culture and working with partners to deliver the national patient safety improvement programme

