Welcome

We are delighted to share with you the refreshed Nursing Strategy which has been co-produced with the newly formed Nursing Forum. This forum, which meets monthly, supports the practice development of nurses across the Trust and consists of representatives from all fields of nursing across the Trust. As part of our work we have consulted with individual nurses by visiting clinical teams across the county to get your views on the challenges nursing faces within the Trust.

By looking ahead and thinking about how we prepare our nurses for working within an ever changing modern NHS, this strategy will outline the key themes that will enhance and develop our nursing workforce. The Chief Nursing Officer (CNO) has published the National Nursing Strategy, ‘Leading Care, Adding Value’ and our strategy will outline key steps which will help us to address the national strategy.

The population of Cornwall is changing at both ends of the spectrum, with an increase in the numbers of young people growing up and remaining in Cornwall and more people living longer with multiple health conditions. The climate in which nurses practise has also changed with
closer partnership working with other agencies and more integrated clinical pathways being developed which cross acute, community and primary care. We will continue to prepare nurses to work as part of these integrated teams.

Nurses tell us that increasingly the patients they care for are complex with many experiencing multiple conditions. These include those with a learning disability, a mental health condition, a long term physical condition or who are frail. We are also seeing an increase in the number of young families needing more support.

National changes to the training of nurses adds to the need for strong clinical leadership within wards and departments and a Nursing Strategy that will support us.

We are proud to launch the updated strategy at the nursing conference on 12 May 2017, which is Florence Nightingale’s birthday. We hope that this strategy will build on the successes of nursing developments to date but will also celebrate, inspire and motivate nurses who work from ward to the board to ensure our nursing workforce meets the needs of the patients and act as an enabler to allow nurses to develop skills to meet the challenges of the changing world around us.

Sharon Linter
Director of Nursing

Linda Bennetts
Interim Deputy Director of Nursing
The aim of the Nursing Strategy is to:

“ensure that individuals receive the right care at the right time, from the right person with the right skills.”

Our values
We will achieve this by:

1. Ensuring excellence in clinical care based upon the 6Cs
   - Compassion
   - Care
   - Communication
   - Courage
   - Commitment
   - Competence

2. Developing compassionate nursing leadership

3. Ensuring that we challenge and empower learning and education at a team/ward level.

4. Involving staff in and encouraging further clinical research
The best thing about nursing is

The satisfaction of seeing patients reach their full potential.

Lynda Royce
EIS Nurse Assessor
Bodmin
How will we develop the nursing workforce?

Nurses have told us there are four key priority areas in which we must develop nursing practice.

• **Ensuring the model of care reflects the steps of assessment, planning, implementation and evaluation and is sustained across the whole service.**
  
  We know patients need an evidenced based assessment including clinical risk assessment with the resulting care being delivered as part of a structured care plan. Patient involvement in designing their own care is key in determining the delivery of high quality care. Whether it is assessing skin integrity or a person’s mood level, we know that following this model of care increases quality and empowers patients and their families. We want to ensure every nurse listens and engages with patients and conducts assessments with ‘professional curiosity’ to ensure we maximise opportunities to reflect the patient’s needs. We will ensure this is embedded within all education delivered by the Trust, our education partners and is reflected in our polices and patient electronic records.

• **Nurses to be accountable for and to lead clinical reviews to ensure the right care is received by each patient at the right time.**
  
  Nurses need to recognise and be encouraged to exercise their clinical judgement to ensure that patients receive appropriate care as part of a multi-disciplinary team. We will continue to offer leadership training and coaching to nurses to support their skills development in this area.

• **Nurses contribute to a dynamic learning culture within wards and teams.**
  
  A dynamic learning culture combined with professional curiosity contributes to a creative learning environment and improves patient safety and outcomes. To facilitate professional curiosity we will ensure teams receive monthly data on safety, experience and patient outcomes.

• We will ensure nurses are given opportunities to take part in the patient safety collaborative within the Trust in order
that quality improvement methodology based upon small areas of service improvement/change can be utilised.

- We will continue to facilitate nurses undertaking a variety of formalised courses to facilitate enhanced learning environments from mentorship training through to achieving formal teaching competencies. This will also support the growth of Advanced Practitioners.

- **Ensure patient outcomes and experience are improved as a result of receiving evidence based care.**

- We will support our specialist nurses to join regional and national networks. This will facilitate a growth in our wider knowledge base and help us to identify how improvements can be made. In addition, this will support and contribute to the review of NICE Guidance within the Trust and its implementation.

- **Within Mental Health and Learning Disability Services we will focus upon suicide prevention and its management, ensuring models of care support building resilience, hope and recovery with our patients. We will also continue to focus upon physical care management, the reduction of restraint ensuring the least restrictive interventions are utilised, alongside the implementation of Positive Behaviour Support Plans.**

- Within Adult Community Services we will review the policies and training associated with promoting best practice. This will include tissue viability awareness, bladder and bowel, falls prevention, promotion of end of life policies and mental health awareness.
How we will measure success

The following aspects have been identified by nurses as important measures of success for the strategy.

1. **Clinical reasoning is evident in care plans and patient assessments.**
   - We will embed this principle into all training, provide role modelling at department level and will complete regular peer review audits to ensure there is evidence of quality improvement.

2. **Reflective practice is undertaken daily through the work of nurses and more formally at regular intervals as appropriate to their roles.**
   - We will launch a new Reflective Practice Policy and develop a system to record when reflective practice and clinical supervision has been undertaken.
   - We will ensure bespoke supervision training is available for all nurses.

3. **Increase in the number of available mentors.**
   - We will support nurses who are new to the Trust or who have come to the end of their preceptorship programme to become mentors and sign off mentors.
   - Nurses who have become lapsed mentors will be expected to become active mentors again.
   - We will support a small number of nurses across the Trust to achieve teaching and facilitation competencies.
4. **Nurses to lead and utilise research.**
   - We will ensure nurses are aware of the opportunities to take part in research and will maximise the number of placements available to learners within the research team to ensure nurses can develop research interests early in their career.
   - We will share CFT nurses’ research and publications to inspire and encourage other nurses to take part in high quality research.

5. **There is access to career progression support and coaching for nurses.**
   - We will continue to offer the bespoke preceptorship programme for newly qualified nurses and alongside this, ongoing support for preceptors.
   - Nurses have requested access to professional and transparent career guidance. We will work with the Nurse Forum to develop this during 2017. This will include a small number of senior nurses obtaining a coaching competencies.

6. **Nurses are supported to receive patient feedback.**
   - We will include the use of patient feedback within supervision and clinical training.
Ward sisters and hospital matrons who are visible, clinical role models with authority to ensure high standards of care delivery and ... damp dusting!

What nursing practice would you like to bring back?

Tracy Hind
Community Matron
Truro Health Park
The nursing workforce indicators

The gap in current and future nursing workforce leads us to identify three top priorities which need to be considered within the climate of integration and partnership working.

1. **We continue to grow and develop the nursing workforce and ensure there is a clear career development pathways to support Registered Nurses across the Trust.**

All new nursing job descriptions will include the 6Cs, embed clinical reasoning and leadership into the role. We will reflect the fact that nurses will take a more proactive role in the prevention and health promotion agenda; including empowering patients to manage their own conditions.

We will continue to develop and grow our own staff through the utilisation of the apprenticeship levy to support Open University training and through our partnership working with the University of Plymouth and the University of the West of England.

Nurses will have the opportunity to develop compassionate leadership skills and have formal opportunities to undertake leadership training at all levels.

Nurses have told us that continuing to grow their expertise to work within an inpatient or community setting is important. We will work with them to develop specific career pathways to enable this to happen. During 2017/18 we will commission education programmes and develop a suggested career framework centred upon four stages of career progression, for example:

- **Undertaking the preceptorship programme (year 1)**
- **Becoming a preceptor and achieving a mentorship qualification (year 2/all staff)**
- **Inpatient or community PGDip (all branches of nursing)**
- **Non-Medical Prescribing**

We will enhance competency development processes for Registered Nurses and support workers.

2. **We retain our nurses and support them to work within an integrated structure.**

We will do this through the above, working to ensure that staff receive training to undertake new roles as part of integrated services.
Recognising this is a time of change in the NHS we will support nurses to develop resilience, maintain good health and wellbeing. We will ensure nurses are debriefed following a traumatic incident.

3. **Nurses continue to be supported to revalidate and have access to professional guidance within the Trust.**

We will develop a bespoke nurses web-page which will include information on revalidation, research opportunities, education, course details and training dates, plus Nursing Forum progress against the Strategy. Nurses will have an opportunity to join the closed CFT nurses Facebook page. We will continue to facilitate monthly Nurse Forum meetings and an annual nursing conference.

We will advertise and facilitate ‘Footprint’ events to promote the opportunities for our unregistered staff to undertake Registered Nurse training.

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**In summary**

We hope this strategy gives an outline of the direction of travel over the next three years and that you will sign up to the vision, values and objectives outlined. The challenges we face together are significant but we believe these are achievable if we all commit to the strategy and work together. We know that there is already a breadth and depth of nursing skill and expertise we can build upon to ensure we deliver improvements in 2017 and ensure that as a profession we will be stronger in 2020.

We have passionate and skilled nurses who we know would like to ensure nursing in Cornwall goes from strength to strength and that this develops alongside our key partners in Cornwall and with our university partners.
Invest in leading and advancing our nursing workforce to deliver high quality care that reflects the increasing complexity of the patient’s health needs. Give greater value and credibility to the role of registered nurse with continuous learning and assessment of competence and achievement.

Marie Prior
Senior Nurse