NURSING & MIDWIFERY
STRATEGY
2015/16
“I would like to thank you for your continued hard work, dedication and commitment.”

SIR MICHAEL DEEGAN
CHIEF EXECUTIVE

FOREWORD

Last year I mentioned that we were on the cusp of major change locally and nationally across the NHS. The plans for devolution of health and social care in Greater Manchester are moving at a pace with an expectation that the arrangements will be in place by April 2016. I am confident that these plans will enable us to improve the health and wellbeing of the communities we serve, delivering services with dignity and compassion whilst making us much more cost effective as a health and social care provider.

As front line leaders you have consistently delivered high quality care wherever you practice, in hospitals, in the community or in the home and we want you to be part of shaping the future of health and social care for the communities we serve.

As nurses and midwives you will be well aware of how services for patients and families can be frustrated by a lack of cohesion across different health and social care sectors. Devolution provides an opportunity for us to work together so that people can receive the same high standards of care wherever they access services.

Of course, none of this is possible without a constant focus on getting the basics of care right across all of our healthcare settings and on behalf of the Board of Directors I would like to thank you for your continued hard work, dedication and commitment. I look forward to supporting you to deliver the actions set out in this strategy.

Sir Michael Deegan
Chief Executive
“When you are a nurse you know that every day you will touch a life or a life will touch yours.”

INTRODUCTION

It is with great pleasure and pride that I introduce this year’s Nursing and Midwifery Strategy. This strategy sets out our plans: to continue to provide the best possible nursing and midwifery care, to contribute to the body of knowledge of nursing and midwifery practice through research and innovation, to develop practice that is responsive to patients and service users’ needs, and to make our Trust the best place to practice, to teach and to learn.

Reflections on the past year are set out for each of the divisions by our Heads of Nursing and I would like to add my thanks to all our nurses and midwives for the truly amazing work you do each and every day.

These are challenging times for all of us, we must strive to maintain high standards of professionalism and patient care and contribute to improved efficiencies to support the required cost reductions across the NHS. I recognise that this isn’t always easy but as an organisation our Board of Directors has always been very supportive and clear that providing high quality care is the most cost effective way of delivering services.

There are significant professional challenges ahead as we debate and agree the education and training programmes for nurses and midwives of the future and we must make sure we have a voice and contribute to these discussions. Professional revalidation is likely to be in place by April 2016 and this is our opportunity to ensure that the public can be confident in the professional status and practice of nurses and midwives. It is also a time to personally reflect on what it means to us to hold the status of being a ‘professional’.

And finally I cannot look forward without looking back on the past 14 years to acknowledge and celebrate the leadership and phenomenal contribution to nursing made by Gill Heaton as our Chief Nurse. Gill has provided a solid foundation for us to build on and I know she will continue to support us in her role as Deputy Chief Executive.

I look forward to working alongside you to deliver this strategy.

Cheryl Lenney
Chief Nurse
Nurses and Midwives commit to provide care driven by our core values set out in this strategy with:

- Respect
- Dignity
- Compassion
- Pride
- Empathy
- Consideration

Our commitment is to provide a Nursing & Midwifery service that:

- Delivers the best patient care
- Is accountable to the patient, families and service users, the public and to each other
- Listens to you and responds to your comments or concerns
- Communicates effectively
- Celebrates achievement
- Demonstrates effective leadership

On behalf of the nurses and midwives at Central Manchester University Hospitals NHS Foundation Trust:

Cheryl Lenney  Chief Nurse
Dawn Pike  Director of Nursing
Sue Ward  Director of Nursing
Kathy Murphy  Head of Midwifery / Deputy Director of Nursing
COMMITMENT 1: DELIVER THE BEST PATIENT CARE

- Improve the patient dining experience by working in partnership with Sodexo colleagues to deliver services that meet patients’ nutritional needs.
- Focus on patient hydration by improving knowledge, care and documentation.
- Deliver our Dementia Care Strategy to ensure that dementia is recognised with individualised care plans in place.
- Renew our focus on transition to support young people to take control of their long term condition as they grow into adulthood.
- For End of Life care implement individualised care plan and communication tool for adults and continue work to ensure children receive seamless care across hospital and community services.
- Implement the Nursing and Midwifery Research Strategy to increase capacity and improve translation of research into practice.
- Develop improvement plans to reduce harm to patients from falls, infections and pain.
- Develop nurse sensitive indicators within community nursing settings.

REDUCING HARM TO PATIENTS THROUGH REDUCING FALLS

The falls prevention working group links into each division. All patient falls are investigated and action plans developed. Trust wide lessons learnt are fed back through the Trust Harm Free Care group.

- The falls specialist nurse works clinically to support wards in falls management and education. Wards/Departments are able to refer patients to the falls specialist nurse for advice and falls prevention management. In addition an e-learning package is available on the intranet to educate staff to reduce the risk of patients falling.

Current work includes:
- Ensuring our falls incorporates community services
- In response to preliminary results of the Royal College of Physicians falls audit we are working towards a visual acuity screen for patients at risk of falls and working collaboratively with the dementia care group.
- Investment in technology such as low rise beds and patients alarms
- A trial of new non-slip hospital issue patient slippers
- A doctor’s post falls pro-forma has recently been trialled in the Division of Acute Medicine and Community Services with success and there are plans to roll this out
- The Division of Specialist Medicine has introduced focused intentional rounding
- Trafford Hospital has utilised a cohorted bay system to provide close observation for patients at high risk of falls, together with nursing assistant guidelines for staff providing enhanced supervision.

WHAT ARE NURSES AND MIDWIVES DOING TO SUPPORT THIS COMMITMENT?

RESPONDING TO ACUTE ILLNESS

The main focus of the Acute Care initiatives is the development of strategies and processes to ensure the early detection, recognition and timely response to the acutely ill patient and those at risk of deterioration.

Many developments have been instigated to ensure safe care including implementation of the Early Warning Score (EWS) and clinical observation policies. Acute Care courses have been implemented within the organisation, including the Acute Illness Management course (AIM) and Acute Care course to ensure nurses in the ward areas are competent and confident in caring for acutely ill patients.

- The Emergency bleep meeting reviews all emergency bleep calls and high level risks relating to delayed treatment in deteriorating patients. The key themes and learning enable the teams to guide policy change, education, research and focussed improvement work. The lessons learned are shared with the front line staff for the benefit of all patients.
- Acute Care Teams initiatives include standardisation of process, education and training in relation to fluid balance management, neurological assessment and sepsis care.
- The Hospital at Night Team apply a range of skills and competencies to meet patients’ immediate needs at night time
- During the past year the team received and responded to around 100 calls per night; demonstrating their key role in the delivery of high quality care.
COMMITMENT 2: ACCOUNTABILITY

- Establish processes to support the implementation of nursing and midwifery revalidation
- Establish clear systems that enable every nurse and midwife to have good, informative annual appraisal
- Review level 3 and 4 nursing and midwifery apprenticeship programmes to up-skill nursing and midwifery assistants to meet patients’ and families’ needs
- Introduce new ways of working to support the patient needs from novice to expert exploring different roles and clinical practice models
- Actively demonstrate and spread learning from incidents, compliments, concerns, complaints and best practice
- Implement a record keeping improvement plan; underpinned by individual professional accountability and supported by front line champions

WHAT ARE NURSES AND MIDWIVES DOING TO SUPPORT THIS COMMITMENT?

NMC REVALIDATION
The NMC revalidation process is set to be implemented nationally in 2016 and CMFT were asked to be one of 19 organisations across the UK to pilot the proposed revalidation model. This was an excellent opportunity to influence development of the model and understand how the Trust will guide and support nurses and midwives through the process for the future. Two hundred and ninety nine of our nurses and midwives participated in the pilot and are currently involved in local and national evaluation to help inform the NMC revalidation model.

Our future work includes implementing a Post Graduate Certificate in Integrated Care in collaboration with the University of Bolton which will be preparing the Integrated Care Nurses of the future to work across acute and community services. Implementing a Non Commissioned BSc (Hons) Adult Nursing programme in partnership with the University of Bolton. Working in collaboration with the University of Salford to develop an accelerated BSc / Post Graduate Diploma programme for experienced registered nurses seeking registration in Children’s Nursing.

SAFEGUARDING CHILDREN AND ADULTS
CMFT is committed to safeguarding vulnerable adults and children who receive care from our Acute and Community services.

WHAT ARE NURSES AND MIDWIVES DOING TO SUPPORT THIS COMMITMENT?

CMFT is committed to safeguarding vulnerable adults and children who receive care from our Acute and Community services.

The safeguarding function is overseen by the Head of Safeguarding and managed by the Acute and Community Named Nurses for both adult and child safeguarding. The Named Nurses have a key role in promoting good professional practice across the organisation, providing advice and expertise for professionals, and ensuring safeguarding training and supervision is in place. All Named professionals across CMFT support the wider multiagency safeguarding agenda and contribute to Serious Case Reviews (SCR) and Domestic Homicide Reviews (DHR) as required.

Over the coming year we will continue to support staff across the Trust on all aspects of Adult and Children’s safeguarding, including training and audit. We will focus some key priorities including Deposition of Liberty Safeguards (DoLo), Child Sexual Exploitation (CSE), Female Genital Mutilation (FGM), Domestic Abuse and Early Help. We will continue to work with the Local Authority as a key partner to ensure the health contribution to the wider safeguarding agenda across Manchester is embedded.

QUALITY IMPROVEMENT TEAM
This multidisciplinary team comprises registered nurses and midwives, improvement facilitator, information manager, graphic designer and project support.

The team is responsible for supporting nurses and midwives to improve quality across CMFT. The Improving Quality Programme (IQP), developed by the team provides a set of principles that can be applied by anyone, in any circumstance where change is required to impact on the patient experience and the overall quality of care at CMFT.

The team supports major work streams such as IQP in clinical areas, Ward Accreditation, patient surveys and Brilliant Basics.

Key priorities for the coming year include, widening the learning and sharing of IQP methodology within the clinical teams, further development of the Ward Accreditation programme to cover emergency departments, out-patient and theatre areas, exploring a Ward Accreditation process for Clinical Research Units and continuing the inspirational work of Brilliant Basics to motivate and enthuse staff to go the extra mile in ensuring high standards of the basics of care.
COMMITMENT 3: LISTENING AND RESPONDING

- Develop and implement a Patient Experience Framework that recognises the connection between staff and patient experience and supports every member of staff to contribute to improving patient experience.
- Publish and communicate actions to demonstrate changes in response to feedback.
- Develop the Carer Forum to value carers and provide an active reference point to inform service design and development.
- Continue to develop new approaches to gain feedback from children and young people.
- Ensure that the Patient Experience Team are visible and actively supporting improvements in Patient Experience.
- Implement new ways to listen and respond to patient and staff feedback such as increasing the use of social media.

WHAT ARE NURSES AND MIDWIVES DOING TO SUPPORT THIS COMMITMENT?

NURSING AND MIDWIFERY REFERENCE GROUP

The Nursing and Midwifery Reference Group (N&MRG) is a unique group within the Trust. The group of around 30 members is made up of frontline clinical staff and works with the Nursing and Midwifery Professional Forum to review elements of practice and policy and provide a ‘sense check’ and ‘sounding board’ to ensure that the views of frontline staff are included.

The group provides an opinion on Trust wide ideas; one example this year was changing the name of our clinical support workers to nursing assistants.

TRUST NETWORKING GROUP

Trust Networking Group encourages CMFT staff of all levels to network widely to achieve shared goals to improve patient experience and care delivery. It was inspired by the NHS change model. Attendees are encouraged to attend out of uniform and to keep job titles anonymous to help ensure equality for all.

The event is held biannually and began in October 2014. Sixty staff attended the last event in April 2015. They had lunch together and enjoyed motivational music and videos.

The celebrating achievement section of the meeting enabled all staff to informally share one project or achievement they are proud of. Everyone then identified one service improvement goal and each goal was discussed. Staff discussed potential barriers and solutions and ideas that could be taken back into practice to improve patient experience.
COMMITMENT 4: COMMUNICATION

- Continue to recognise and support people with learning disabilities by making reasonable adjustments that allows them to have equitable and continually improving health outcomes
- Implement a programme to increase visibility of senior nurse leaders in clinical practice
- Engage with nurses and midwives through the responsible use of social media to communicate professional news and views
- Conduct a series of nursing and midwifery engagement sessions to encourage two-way communication

DEMENTIA CARE

The Trust’s five-year Dementia Care Strategy was launched in June 2015 and demonstrates the Trust’s commitment to improving the quality of care for this patient group. The strategy aims to deliver high-quality person-centred care for people living with dementia and for their carers, reflecting the Trust values. The first priority has been to integrate guidance from the National Dementia five-year strategy into 6 work streams to improve care in the Trust:

- Education & training
- Improvements to the patient journey
- Improvements to the provision of dementia-friendly environments
- Caring for carers
- Raising standards of care and promoting activities
- Communication

Representatives from all divisions are welcomed onto the work streams to assist in sharing and embedding the excellent examples of practice that are already occurring.

LEARNING DISABILITIES

The Trust is committed to ensuring that people with a learning disability and/or autism have equitable and continually improving health outcomes.

The Trust has an active Learning Disability Forum where people with a learning disability and/or autism and their family/carers have a voice to shape and influence the development of services across the Trust.

WHAT ARE NURSES AND MIDWIVES DOING TO SUPPORT THIS COMMITMENT?

Achievements over the past twelve months, which will continue to be strengthened this year include:

- Launched training on Learning Disability Awareness and positive behavioural support
- Created a flagging system to allow easy identification of a person with a learning disability on the Trust information systems and making reasonable adjustments in care planning
- Secured funding to deliver positive behavioural support training
- Developed an Easy Read Intranet page providing accessible information
- Developed the role of Liaison Learning Disability Nurse
- Continued the positive work to support children and young people with autism in RMCH
- Raised the profile of Learning Disability through a week-long celebration of good practice in June 2015, delivered in partnership with people with a learning disability
COMMITMENT 5: CELEBRATE ACHIEVEMENT

• Take every opportunity, at every level, to recognise and celebrate the contribution that nurses and midwives make to delivering excellent care.

• Continue to deliver Going the Extra Mile (GEM) Awards within the divisions for nurses and midwives.

• Publicise nursing achievements in WWN, Team Brief and in a regular newsletter on the intranet.

• Promote achievements through external award submissions and conference presentations.

WHAT ARE NURSES AND MIDWIVES DOING TO SUPPORT THIS COMMITMENT?

CELEBRATING NURSES AND MIDWIVES DAYS

The whole of the nursing and midwifery workforce celebrate the respective national days to honour nurses and midwives and recognise their contribution to healthcare.

Last year display stalls were held in each hospital atrium to celebrate the work of nurses and midwives. Nurses and midwives contributed to national celebrations by recording via tweets and Facebook posts describing why they were proud to be a nurse or midwife. Each Division/Hospital hosts their own celebrations on these days; this year one Division provided nurses with fruit platters to enjoy and the senior nurses from another Division visited their teams with a tea and cake trolley to offer refreshments and say thank you.

NURSING AND MIDWIFERY CONFERENCE 2014

The Trust hosts an annual nursing and midwifery conference. Last year the theme focused on ensuring that, as a caring profession, we ensured that we personalised care. ‘Let’s get personal’ was attended by over 200 members of staff who listened to the inspirational stories of our guest speaker Andy Reid, a soldier with life-changing injuries from his military service in Afghanistan. Delegates then participated in workshops hosted by selected facilitators and presenters from within the nursing and midwifery workforce.

In the afternoon the Trust GEM award winners were announced and honoured. Our Nursing and Midwifery Strategy for 2014/15 was launched at the conference to continue our commitment to living our values.
COMMITMENT 6: LEADERSHIP

- Maximise our links to the universities to develop career pathways and build the evidence base for practice
- Support frontline leaders to use their skills to drive improvements in clinical practice
- Align strategies to improve patient and staff experience
- Deliver our Recruitment and Retention Strategies to ensure that we have the appropriate workforce to meet the needs of our patients
- Explore and develop opportunities to maximise the diversity of the nursing and midwifery workforce and enhance staff and patient satisfaction and emotional well-being
- Increase consultation on key developments with the Nursing and Midwifery Reference group
- Introduce a co-ordinated portfolio of leadership programmes to support nurses and midwives to lead at every level

FRONTLINE LEADERSHIP COURSE

The frontline leadership course is a national leadership programme hosted by the National Leadership Academy and specifically developed to promote leadership within nursing and midwifery. 136 front line nursing leaders from the Trust have attended the course which brings together staff from different organisations to learn and develop their leadership skills together. This is the highest number of nurses and midwives from one organisation across England. Our nurses and midwives have highlighted that the course has given them a broader understanding of internal and external factors that influence their role as well as giving them confidence to put ideas forward and lead change within their clinical areas. Feedback from course attendees included:

“This Course empowered me to be able to make changes within both my own and others practice. Realising that my ideas and opinions are valid and that I can make positive changes within services towards patient experience”

“I found it extremely beneficial to be able to meet such a mix of people from a variety of trusts. Listening to everyone’s stories and experiences enabled me to reflect on my own practice and how I can develop my future practice. It was lovely to see how many passionate people there were and the emotion that came out when we told our stories.”

NURSES LEADING FOR EXCELLENCE

Leading for excellence is an inspirational development programme aimed at promoting leadership within the clinical teams. Nurses have a pivotal role to play in the triumvirate leadership of the Divisions and Directorates; this programme supports that leadership. The programme is facilitated by the internationally recognised Advisory Board Company. Over 30 senior nurses have attended the programme. Project work from the programme is focused on developing leadership and examples include ‘Matrons Matter’, a development programme, for newly to post Matrons, and the facilitation of the Dementia steering group.

NURSING, MIDWIFERY AND ALLIED HEALTH RESEARCH STRATEGY

In parallel with the Nursing and Midwifery Strategy, CMFT has revised the Nursing, Midwifery and Allied Health Professionals Research Strategy. Achieving excellence in care through research and evidence based practice. The Research strategy outlines six commitments to build research capacity in NM&AHPs. In summary, these commitments are:

- To ensure research is ‘close to practice’
- To develop appropriate skills, and confidence
- To develop collaborations that enhance research capacity
- To ensure active, actionable and appropriate dissemination of research
- To ensure continuity and sustainability of research activity amongst NM&AHP
- To develop the appropriate infrastructure

The strategy recognises that commitment is required at an individual, clinical team and organisational level to achieve our goals for NM&AHP research activity. A NM&AHP Research Strategy Implementation Group will be established to monitor delivery of the strategy. More information about the strategy, training, funding and resources to facilitate NM&AHP research is available on the Research and Innovation webpages.

https://research.cmft.nhs.uk/partnering/nurses-midwives-and-allied-health-professionals

WHAT ARE NURSES AND MIDWIVES DOING TO SUPPORT THIS COMMITMENT?
LIVING THE VALUES
SOME OF OUR SUCCESSES...
SUCCESSES 2014/15

Once again our Nurse and Midwives have celebrated success against all our strategic commitments. A small selection of those successes is described in this section.

HARM FREE CARE
We have reduced harm to patients in relation to grade 2 to 4 pressure ulcers, with prevalence significantly decreasing in all areas across the Trust. We have reduced harm to patients as a result of Healthcare Acquired Infections (HAI) and the Infection Prevention and Control nursing team, working closely with the Infection Control doctors, clinical and managerial teams and Public Health England are leading practice and developing expert knowledge on the management and control of Carbapenemase Producing Enterobacteriaceae (CPE).

PROFESSIONAL DEVELOPMENT
Over the last twelve months the Professional Development and Education Team has listened and responded to the need for education developments to ensure we have the workforce required to deliver the best care. The work of the team has included:
- Development of a Preparation for Professional Practice Programme for 3rd year students to assist in their transition from student to qualified health professional
- Launch of an annual Preceptee celebration event following their first 12 months in practice
- Work with the Divisions and local University partners to develop the following units:
  - Renal Nursing Unit with University of Manchester
  - The Assessment and Management of Palliative Care Patients within the Community Unit with Manchester Metropolitan University

GROWING AND DEVELOPING OUR WORKFORCE
We have launched strategies for recruitment and retention, which have helped to increase applications and appointments through our Proud to Care recruitment campaign as well as attracting nurses to Return to Practice. Our international recruitment campaign has attracted over 250 recruits.
We have developed a 360 degree appraisal tool for senior nurses and increased their visibility in clinical areas to ensure that these nurses provide strong leadership, support and role-modelling for nursing and midwifery teams. We continue to develop nurse-led services, such as those based at Altrincham Hospital, which maximise nursing skills and ensure that our services remain responsive to patient need. We have grown our Health Visitor workforce in line with the national Call to Action, achieving one of the largest workforce expansions in the country.

PARTNERSHIP WORKING WITH PATIENT GROUPS
We have developed and promoted the valuable work of Patient Support Groups; working with the Dementia Patient Support Group, celebrating national dementia week with a series of tea parties and tea dances across the Trust. We also supported the MacMillan coffee mornings and worked with the Patients Groups for Stroke and Rheumatology.

EFFICIENT AND EFFECTIVE CARE
Nurses contributed to the success of the “perfect week”, which focused on safe and efficient patient pathways, ensuring safe and timely care from admission to discharge including continuation in the community. We have established a Nursing 2020 Group, co-chaired by the Director of Nursing and Director of Informatics to identify how technology can be applied to support future nursing practice.
ORAL HEALTH

Work has commenced across the Trust to improve standards of oral hygiene for all patients. The Oral Health Group presented at last year’s Nursing and Midwifery Conference and were awarded the MRI Fellowship award of £1000. Some of the money was used to host an Oral Health Conference, which was attended by almost 80 delegates. There were a series of short lectures highlighting the need for good oral hygiene, not just from a patient comfort perspective but also to help prevent post-operative complications. Work is on-going to produce an oral health assessment tool and clinical guidelines to help staff deliver high quality evidence based oral care.

WARD ACCREDITATION

The Ward Accreditation process highlights the Wards/Departments who have attained gold standards in leadership, communication, care processes and teamwork. In 2014 / 2015 twenty-one Wards and other Departments across the Trust gained a gold award, this is 11 more wards than last year. This year’s gold Wards / Departments were:

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<tr>
<th>Division</th>
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<td>Surgery</td>
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<td>St. Mary’s</td>
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<td>Ward 75, 83, 84, BMTU</td>
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<td>Trafford</td>
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PATIENT EXPERIENCE

An extensive programme of work has been undertaken to improve food and nutrition for children, resulting in the best Patient Experience Tracker scores for overall satisfaction with food that have ever been achieved. A work programme has been designed for this year to ensure that we continue to improve and sustain this achievement. We have developed a new individualised care plan to support the care of patients at the end of life Patients are more satisfied with noise at night and assistance with meals. This feedback is underpinned by focused improvement programmes led by nurses and midwives. By working with the Youth Forum and through the Trust-wide Children and Young People’s Standards Steering Group we have engaged with children and young people to listen to their view and opinions.

AWARDS

During the last year our nurses and midwives have been recognised for their work at a national level, winning several awards for their innovations and achievements in addition to several celebrations of achievement within the Trust. Awards include:

- Student Nursing Times Awards - Winner of Student Placement of the Year: Hospital
- Nursing Standard Child Health Award winner
- British Journal of Nursing Nurse of the Year winner
- CPHVA Health Visitor of the Year
- Winner of 5 awards from the University of Manchester Recognising Excellence in Practice Awards including Practice Education Facilitator of the Year
- The GEM awards (Going the Extra Mile) are now an established celebration within Nursing and Midwifery. The number of staff nominated for GEM awards is increasing each year. The presentation of the award at our yearly Nursing & Midwifery Conference is always a much anticipated and popular event. Each winner receives a red pin badge with a red gem in the centre.

The winners of the GEM awards last year were:
- Respect - Donna Murray, Staff Nurse, MAU, Trafford
- Dignity – Kerri Ann Folkland and Janet Deegan, Nursing Assistants, AM3
- Compassion – Elaine Richardson, Specialist Midwife, St Mary’s Hospital
- Consideration – Nicky Jackson, Specialist Nurse, Diabetes
- Empathy – Beverley Wood, Assistant Practitioner, Burns Unit, RMCH
- Pride – Sue Rothwell, Ward Manager, Ward 75, RMCH

The overall winner of the Chief Nurse Award 2014 (Gold Heart) was Elaine Richardson, Specialist Midwife, St Mary’s Hospital

Nurses and Midwives were also successful at the Trust wide ‘We’re Proud Of You Awards’. The winners were:
- Equality and Diversity Award - Heather Birds
- Patient Choice Award - Maryam Ali
- Partnership award - Emerge Community Mental Health Team
- Inspirational Leader - Nina Carr, Triage Team Leader, St Mary’s Hospital
DELIVERING THE BEST PATIENT CARE
• Embedded the monthly Hot Topic education programme and delivered personal care master classes
• Supported an increased number of staff with professional development opportunities

ACCOUNTABILITY
• Appointed to adult and children’s safeguarding matron posts and established safeguarding champions
• Established a Nursing Assistant Forum to support the development of the role

LISTEN AND RESPOND
• Launched and embedded the ‘Tell Us Today’ project having committed to responding to patient and carer calls within 1 hour
• Introduced the Out of Hours Team to support clinical staff and drive forward the quality agenda

LEADERSHIP
• Completion of the Band 7 Development Programme facilitated by Organisational, Development and Training
• Recognised the professionalism and commitment of staff when asked to work flexibly across specialties

COMMUNICATION
• Developed and piloted a patient hand held discharge booklet on the stroke unit in response to feedback from patients and carers
• Provided staff with the opportunities to meet with senior nursing staff through monthly Head of Nursing / Matron ‘Drop in Sessions’

CELEBRATING ACHIEVEMENT
• Launched a monthly ‘Head of Nursing Values & Behaviours Award’ in recognition of staff who demonstrate their commitment to the Trust values
• Introduced ‘Well Being and Achievement Boards’ in all clinical areas

2015/16 PRIORITIES
Key priorities for the coming year include:
• Develop a ‘Trafford Nursing Vision: Shaping Our Future’ following engagement and involvement of all nursing staff
• Introduce advanced practice roles to the Manchester Orthopaedic Centre
• Focus on developing expert practice in dementia care
• Continue work to reduce the incidence of patient falls
• Promote Trafford as a visitor friendly hospital through supporting John’s Campaign and introduce a Carer’s Forum

Well done Hot Topic winner for falls, Aquired Head Injury & Neuro Obs - Nuala Rushton. Diabetes Specialist Nurse

Memory Boxes developed by Manchester Museum & Whitworth to make a difference to people living with dementia ... @Trafford Hosp
DELIVERING THE BEST PATIENT CARE

• The pilot of a paediatric safety thermometer to measure harms in children has been tested in RMCH and is now available for use nationally in all children’s wards.

ACCOUNTABILITY

• Focused work on infection control has shown improvements in acquisition rates and a reduction in bacteraemias over the last 12 months.

LISTEN AND RESPOND

• Significant work continues to improve our meals processes, we have held food summits to gain feedback, introduced a new menu, and commenced snack rounds in each ward.

• The Youth Forum has been actively engaged with the RMCH team to support the development of information for children and young people.

COMMUNICATION

• New staff nurse reference group to provide support for nursing teams, focuses on recruitment/retention, delivering safe and effective care, enabling staff to raise concerns.

• Vision to action work supporting over 150 projects within the hospital which are multi-professional and clinically driven.

LEADERSHIP

• All new staff receive a minimum of 4 weeks supernumary period following their two week induction with a competency based training programme.

• Introduced band 5 and 6 development programmes and in-house leadership programmes, for all band 7 and above staff.

CELEBRATING ACHIEVEMENT

• Nursing Times award for Francis Binns, Play Specialist and Ward 76 for working with children with Autism.

• Four Gold wards.

• Nursing Standards award for Gilly Robinson, Consultant Nurse for work on neurological observations.

2015/16 PRIORITIES

Key priorities for the coming year include:

• Continue the work of Vision 2 Action supporting improvement projects.

• Introduction of a Clinical Service Model with clinical lead, Matron and general manager.

• Support for front line and in house leadership programmes.

• Response to the National patient experience survey results for children’s services.

• Will continue to work with our Youth forum to improve patient care.

ROYAL MANCHESTER CHILDRENS HOSPITALS

Michelle Milner
Head of Nursing
Royal Manchester Children’s Hospital

Placements like ward 76 is the reason I took up nursing

@76Rmch

It’s all green down on @83Rmch.
The fun continues. #RMCHFamily #BeSeeningreen

@RMCHcharity @CMFTNHS

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Placements like ward 76 is the reason I took up nursing

@76Rmch
DELIVERING THE BEST PATIENT CARE
• The development of a Band 5 Rotational Programme through Acute and Community Services
• Improvement Programmes established to enhance the quality of the fundamentals of care including; regular meal time audits and oral hygiene project
• Implementation of a 24 hour District Nursing Service to support end of life care for patients 24/7

ACCOUNTABILITY
• Development and pilot of nursing documentation to improve documentation of inpatient care plans ensuring they are centred around the patient
• Introduction of a named Health Visitor for every child in Manchester

LISTEN AND RESPOND
• Patient stories have been recorded and there is an ongoing programme to expand ways that these can be fed-back to staff as a learning tool
• Collaboration with the Patient Experience Team to gain meaningful feedback on services delivered by Children’s Community Services

COMMUNICATION
• Development of Divisional DMACs Digest Newsletter and Directorate Newsletters
• Introduction of a communication skills training programme for Adult Community Services staff

CELEBRATING ACHIEVEMENT
• Four Gold wards

LEADERSHIP
• Expansion of the Lead Nurse & Matron Team in Acute, Rehabilitation and Emergency Services to provide a higher level of visibility and support to frontline teams
• Invested in a bespoke Health Visitor leadership programme in Children’s Community Services

2015/16 PRIORITIES
Key priorities for the coming year include:
• Introduction of monthly staff drop-in sessions at Health Centres
• Development and expansion of the Community Intravenous Team
• Ongoing implementation of ‘Egress’ database system that monitors patients who are ready for discharge but are awaiting arrangements and support to be put in place
• Development of an Assistant Discharge Co-ordinator Role
• New complaints systems have been developed to ensure that complaints responses are timely and of a high standard

DIVISION OF ACUTE MEDICINE & COMMUNITY SERVICES

DELIVERING THE BEST PATIENT CARE
• The development of a Band 5 Rotational Programme through Acute and Community Services
• Improvement Programmes established to enhance the quality of the fundamentals of care including; regular meal time audits and oral hygiene project
• Implementation of a 24 hour District Nursing Service to support end of life care for patients 24/7

ACCOUNTABILITY
• Development and pilot of nursing documentation to improve documentation of inpatient care plans ensuring they are centred around the patient
• Introduction of a named Health Visitor for every child in Manchester

LISTEN AND RESPOND
• Patient stories have been recorded and there is an ongoing programme to expand ways that these can be fed-back to staff as a learning tool
• Collaboration with the Patient Experience Team to gain meaningful feedback on services delivered by Children’s Community Services

COMMUNICATION
• Development of Divisional DMACs Digest Newsletter and Directorate Newsletters
• Introduction of a communication skills training programme for Adult Community Services staff

CELEBRATING ACHIEVEMENT
• Four Gold wards

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DELIVERING THE BEST PATIENT CARE
- Renal Services continue to lead the Trust wide Acute Kidney Injury work.
- We are using innovative ways to deliver care and engage patients through social media.

ACCOUNTABILITY
- The prevention of infection remains a priority and challenge, the ward/department teams are working and learning together to ensure we prevent the transmission of infection. Harm Free Care meetings are held locally to encourage the contribution of all the ward teams. Our Nursing Assistants are leading specific project work from these meetings.
- We continue to improve and embed the use of the PSAG boards to promote patient discharge.

LISTEN AND RESPOND
- Our Specialist Nurse teams have been working with their young patients to ensure there is a smooth process for them to move from children’s services to adult services.
- Our patient groups continue to provide feedback on our services which we use to develop better service user/patient care.

COMMUNICATION
- The Senior Nursing Team has led a new approach to communication. The 3Cs approach - coffee, cake and a chat - was a series of staff events held to promote better communication within the Division.
- We have held specific development days for our Nursing Assistants.

CELEBRATING ACHIEVEMENT
- Eight Gold wards/departments, the Renal Dialysis Unit at Tameside retained their Gold status for third year making them the first team with the Trust to achieve this status.
- Cardiac Intensive Care won the Student Nursing Times award for Student Placement of the Year.

LEADERSHIP
- The Matron role continues to be central in supporting the values of respect, dignity and empathy for our most complex and vulnerable patients as part of the Matron review process.
- Our Band 7 and 6 nurses continue to attend the Frontline Leadership Course.

2015/16 PRIORITIES
Key priorities for the coming year include:
- Delivering better communication for patients and staff through introducing My name is…
- Continuing the discussion and communication with all members of staff to support clinical frontline teams to have an opportunity to learn, participate and direct change.
- Promote innovative clinical change through initiatives such as the falls project, to deliver problem solving solutions and high performing clinical teams.
- Developing the Outpatient Matron Role.
- Promote nurses as equal partners within the directorate and divisional management teams.
MANCHESTER ROYAL EYE HOSPITAL

DELIVERING THE BEST PATIENT CARE
- Development of teaching aids, e.g. DVD’s and competency packs
- Identification of Dementia Champions who have led on initiatives for patients and staff to raise awareness of Dementia such as ‘tea parties’
- Development of a monthly support group for Oculoplastic patients at MREH

ACCOUNTABILITY
- Development of a nurse in charge/co-ordinator checklist for inpatient areas at MREH.
- MDT Dementia Group is currently being set up, looking at how we can support patients and carers when attending the MREH

LISTEN AND RESPOND
- Patient listening event at MREH, with over 40 attendees, identifying a number of areas for improvement
- Introduction of the pager system in outpatients to allow patients the freedom to leave the clinic during extended appointment sessions, therefore enhancing the patient experience

COMMUNICATION
- The publication of the quarterly Divisional Newsletters at MREH ‘Eye to Eye’
- Placement of Hot Pockets providing specific information in outpatients area on issues such as ‘meet the team’, activity data and ‘you said we did based’ on patient feedback

CELEBRATING ACHIEVEMENT
- The MREH celebrated its bicentenary in October 2014 and there was an opportunity to celebrate achievements of “Two Hundred Years of Excellence” in Nursing which included a full day Ophthalmic Nursing Day, as part of the wider MREH 200 international conference which was a great success
- Ward 55 and Eye J received Gold as part of the Trust Ward Accreditation Scheme

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- Our Band 7 and 6 nurses continue to attend the Frontline Leadership Course

2015/16 PRIORITIES
Key priorities for the coming year include:
- The Division is signing up to the “hello my name” campaign
- MREH Patient listening event planned for September 2015
- The Atrium Development Group has been set up to review the environment and patient flow in this area, the group will also review signage and way finding
- Review of induction/training and produce a rolling 12 month programme to support staff development
- The MREH Nurse Led Ophthalmic Conference - Going From Good To Great will be held on 21st October 2015

Drum roll...results in and 97.4% patient satisfaction in @CMFTNHS’s Cataract Unit in Withington May. Well done!

Manchester Royal Eye @Manchester REH: Jul 17

Patient Safety Week and MREH celebrates Harm Free Care! @CMFTNHS

Sara Renwick
Head of Nursing
University Dental Hospital of Manchester
UNIVERSITY DENTAL HOSPITAL OF MANCHESTER

DELIVERING THE BEST PATIENT CARE
- In collaboration with Skills for Health UDHM organised a Career Open Day
- Leading role in the Manchester Oral Health Conference, promoting good oral hygiene standards across the Trust

ACCOUNTABILITY
- Raising the profile of social media usage and roles and responsibilities
- Safeguarding Champions in all outpatient areas to support the Safeguarding Lead at UDHM

LISTEN AND RESPOND
- The use of patient stories at the start of the meetings to promote shared learning and demonstrate service improvements as a result of patient feedback

COMMUNICATION
- The publication of the quarterly Divisional Newsletters at UDHM ‘SMILE’
- Implemented at UDHM multi-disciplinary team huddles in a number of areas to improve the efficiency and effectiveness of the clinics

CELEBRATING ACHIEVEMENT
- A celebratory lunch for National Dental Nurses day was provided for all of the Dental Nurses to focus post qualification achievements and staff development opportunities

LEADERSHIP
- The senior management drop in sessions and forums held for all staff continue every month; where staff discuss ideas for development/improvements of the service and have direct access to the senior management team
- The divisions are supporting a number of staff to attend leadership and management courses and training such as the Edward Jenner Programme for Frontline Leaders

2015/16 PRIORITIES
Key priorities for the coming year include:
- A divisional video to be produced to demonstrate the values and behaviours at UDHM, this will be used at induction and during the divisional Living the Values training sessions
- The continued promotion of staff to attend leadership courses
- Scoping and development of career pathways for Dental Nurses
ST MARY’S HOSPITAL

DELIVERING THE BEST PATIENT CARE
• A new dedicated administration team has been introduced in colposcopy to reduce DNA rate. DNA rate prior to administration team set up was 26% and is now 16%.

ACCOUNTABILITY
• The Value and Behaviour wheels were designed to link the Equality and Diversity objectives with the Behavioural framework and the Staff Survey action plan, sessions on Dignity at work have been held.
• Patient safety was focused upon with an ALWAYS event, the Supervisors of Midwives focused on the importance of education and training and the leadership focus was on nutrition and responding to complaints.

LISTEN AND RESPOND
• Saint Mary’s was proud to pilot the new complaint response and monitoring system and the Division has worked hard to improve the quality and timeliness of responses for our clients.

COMMUNICATION
• The Quality Bus tours continue to provide an informal opportunity for staff to meet and share concerns with senior management figures.
• Divisional and Directorate newsletters have proven to be an invaluable format for sharing and disseminating news.

CELEBRATING ACHIEVEMENT
• The Division was delighted by the success of our Midwifery staff at the GEM awards: who won the Dignity Award and won the Chief Nurse Award for unsung hero.

LEADERSHIP
• The Delivery Unit identified that strong leadership was a vital component of an effective and efficient service. The staff present made pledges to each other during the engagement workshop and to the women and families in their care.
• The education teams within each specialty enable staff of all grades to undertake lifelong learning, develop new skills and maintain essential competencies.
• Staff of all grades have benefited from The Leadership for Excellence program at a senior level and leadership / management courses for our aspirational junior staff.

2015/16 PRIORITIES
Key priorities for the coming year include:
• NMC revalidation and attention to individual accountability.
• Focus on staff retention.
• Sustaining and consolidating our reputation as a centre of excellence.
(August 2015)

A foreword by Ian Pearce

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CLINICAL & SCIENTIFIC SERVICES

DELIVERING THE BEST PATIENT CARE
• In June 2014 ICOUGH UK was introduced into the adult critical care units. This is a low cost evidenced based care bundle consisting of nurse led interventions. Initial data after the first year has demonstrated a reduction in pulmonary complications post surgery with good overall compliance for completion of the care bundle.
• Ongoing work in relation to Harm Free Care and specifically the prevention of pressure ulcers has seen a reduction in pressure ulcers.

ACCOUNTABILITY
• In April 2015 a staff safety culture survey was conducted amongst medical, nursing, physiotherapy, pharmacy and other staff groups across the critical care units. Feedback from staff indicated that they felt services were safe and well led. 93% of staff who responded said they were proud to work here and 95% said they would be happy to be a patient here.
• In support of the national initiative around raising concerns ‘Time to Listen’ has been introduced which is an additional opportunity for staff to talk confidentially with a senior member of the nursing team.

LISTEN AND RESPOND
• Over the year the division has worked on a number of filmed patient stories. These are based on compliments or complaints which have been received and are used in the training and education of various staff groups across the division.
• The first social event of the Critical Care Patient & Carer forum was held and was very well evaluated.

COMMUNICATION
• “Surgery School” a patient focused education forum, enables patients to visit the critical care units prior to their surgery to see the environment in which they will be cared for, meet staff and ask questions and share their worries and concerns.
• A specific patient information leaflet has been developed for Trafford Critical Care.

CELEBRATING ACHIEVEMENT
• Within the Adult Critical Care Services there are currently no vacancies at band 6 or 7 level and we have over established slightly to support the development of less experienced nurses.

LEADERSHIP
• The division has built up a rich base of talent which has enabled it to fill senior leadership vacancies from within its own team.
• Members of the Divisional team have participated in the Leading For Excellence Programme.

2015/16 PRIORITIES
Key priorities for the coming year include:
• Focus on professional issues including raising concerns and revalidation.
• Work force recovery and recruitment/retention.
• Support service improvement initiatives in Interventional Radiology.
• Continue to focus on staff satisfaction and wellbeing.
• Continue to advance quality care through patient/relative feedback.

 Follow Manchester Hospitals @CMFTNHS • Aug 09
Congratulations to Donna & Natalie, explaining ICOUGHUK and Crit. Care Follow Up at the recent @BACCN #BACCNConf2015

John Logen
Head of Nursing
Division of Clinical & Scientific Services
DELIVERING THE BEST PATIENT CARE

- All clinical research nurses now formally assessed in gaining informed consent
- All nurses now taking informed consent on five medical trials, one of which wouldn’t have been able to go ahead without the nurses taking on this role

ACCOUNTABILITY

- Achieving 75% compliance to 70 day target for initiating and delivering trials
- Time allocated on rota’s for completion of mandatory training

LISTEN AND RESPOND

- Patient feedback questionnaire rolled out across 6 teams, excellent feedback, very positive about the care/service received
- Use of ‘research rover’ as part of International Clinical Trials day to take research to the clinical areas to listen and understand how much staff know about research in their area

COMMUNICATION

- Established a successful Band 7 network linked to the research delivery in the divisions to aid joint working across studies and improve patient
- Development a number of patient information posters identifying research studies taking place in the Trust and how patients can get involved

CELEBRATING ACHIEVEMENT

- National Institute Healthcare Research ‘Our voices’ publication included R&Is work on nurses obtaining consent for medical trials and patient experience questionnaires
- Janette Dunkerley, the Divisional Champion for the NMC re-validation pilot has presented at regional and national research nurse’s conferences about re-validation

LEADERSHIP

- Research buddy programme developed and first cohort trained
- National Role developed for Rare renal disease – key leadership role, successfully appointed to from within CMFT clinical research nurse workforce

2015/16 PRIORITIES

Key priorities for the coming year include:

- Develop a standard for medicines assessment in medical trials
- Develop patient stories and patient posters
- Improve communication with clinical colleagues to aid recruitment by scoping knowledge of research activity currently
- To improve social media presence #why we do research #CRNurse
- To work towards ward accreditation in both Adult and Childrens Research Facilities