



**PWYLLGOR DIWYLLIANT, POBL A DATBLYGU SEFYDLIADOL  
PEOPLE, ORGANISATIONAL DEVELOPMENT & CULTURE COMMITTEE**

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	03 February 2022
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	Nursing & Midwifery Strategic Framework
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Mandy Rayani, Director of Nursing, Quality & Patient Experience
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Sharon Daniel, Assistant Director of Nursing

<b>Pwrpas yr Adroddiad (dewiswch fel yn addas) Purpose of the Report (select as appropriate)</b>
Ar Gyfer Trafodaeth/For Discussion

**ADRODDIAD SCAA  
SBAR REPORT**

**Sefyllfa / Situation**

The Nursing and Midwifery Strategic Framework – ‘Empowered to Care’; outlining the commitment to the Nursing Profession across Hywel Dda University Health Board (HDdUHB) over a 5-year period, was launched at the Nursing & Midwifery Awards ceremony in November 2021.

The Strategic Framework is being shared with the People, Organisational Development & Culture Committee (PODCC) for information and for discussion on the development of the delivery framework to support and monitor its implementation.

**Cefndir / Background**

The aim of the Nursing & Midwifery Strategic Framework is to empower the profession at all levels of practice, and to improve the safety and quality of services. The vision of HDdUHB is one of delivering excellent clinical services fit for current and future generations, with a focus on keeping people well to meet the priorities outlined within the Health and Care Strategy ‘A Healthier Mid and West Wales: Our Future Generations Living Well’.

Consultation relating to its development commenced at the Nursing & Midwifery Conference held in April 2020, and through active engagement with the profession via the preceptorship programmes, education partners, pre-registration forums, leadership programmes, team meetings, conferences and the annual staff survey. In addition, consultation with patients/clients through patients’ surveys and face to face conversations with our Family Liaison Officers has been undertaken.

It was through these consultations that the ‘wordle’ was developed, illustrated on page 5 of the Framework, and from which the title of the document was determined; ‘Empowered to Care’.

Recognising that a single professional group alone cannot deliver significant transformation, this framework supports the organisational values, recognises the important role that nursing plays in ensuring their delivery and will work in harmony with other enabling functions including

workforce and organisational development, quality improvement, research and innovation, facilities, digital and finance.

## Asesiad / Assessment

The Strategic Framework is presented as five themes, identified during the consultation process, and which are designed to enable the achievement of the HDdUHB vision. Under each theme there is a short narrative and some key outcomes for success have been identified, which will allow the progression of the implementation process, i.e. ensuring that plans are executed, and the benefits are realised.

1. Empowerment is the overarching theme. Throughout “Empowered to Care” it is recognised that the healthcare workforce is the NHS’ most precious resource and the importance of putting people at the heart of everything we do. In this section, the focus is on education, career pathways and leadership development. It is important that we do not lose sight of what has already been achieved and there are some examples cited in the document, e.g. the STAR Leadership Programme and First Five Year Development Programme. However, there is more to do, and the commitment of HDdUHB is to be working together to be the best we can be.
2. Quality & Safety: Empowered leaders are facilitators of change. They can identify areas that require improvement and work to bring about transformation. In this section, the focus is on governance, and the development of capability within the profession to support quality improvement with a focus on what matters to patients, through the lens of prudent healthcare. In 2021, several programmes/innovations have been evaluated, e.g. Education & Quality in Practice (EQulP), Nursing Wellbeing study, and integrated roles. It is also recognised how important it is for the nursing profession to develop new practice, and HDdUHB has supported a number of research applications, a nursing Doctor of Philosophy (PhD) studentship and a nursing Master of Research (MRes) degree.
3. Patient Experience: Consultation identified the need for a dynamic approach to measurement of patients experience and nursing’s contribution to this through a Person-centred Framework. Working with the Patient Experience Team, the exploration of feedback mechanisms and the utilisation of the information to drive practice will be undertaken. In considering the needs of patients, HDdUHB has made a commitment to continue implementing the Nurse Staffing Levels (Wales) Act and expand its reach to other clinical areas. Significant strides have already been made on the digital journey with implementation of the Welsh Nursing Care Record in many in-patient areas. This will enable patients to receive seamless care across services in Wales.
4. Staff Experience: The nursing workforce is valued, and the framework aims to support their recruitment, retention, education and development. The pledge is to work alongside colleagues in Workforce and Organisational Development in delivering the vision of collective, compassionate and visible leadership across the profession. In 2021, working with university partners, a network of clinical supervisors has been developed, who together with practice mentors and the increasing number of coaches, will support and sustain leadership capability at all levels of the organisation, whilst also supporting staff resilience through promotion of reflective practice.
5. Public Health: This section identifies the significant contribution that nursing can make across the lifespan from midwifery through to care of the older adult with a strong focus on promotion of health and well-being and ill health prevention. This theme also acknowledges the increasing prevalence of mental health issues and the increasing number of people now living with dementia. Nurses have the opportunity to influence at all stages of life and the framework recognises the opportunity this affords to positive behaviour change utilising the skills associated with Making Every Contact Count.

Some examples of the key outcomes for success are documented within the Strategic Framework document, and some early examples of these are summarised above. It is important to note that implementation plans must be flexible, as the aim is to empower the nursing profession to develop their own innovation/projects and to gain momentum. Thus, operationalising the strategic vision outlined within 'Empowered to Care' will be a dynamic process and needs to be presented as such.

Work is progressing on the 'Delivery Plan' that will connect the Strategic Framework in terms of the expected achievements and what is needed to be delivered. The aim is to develop this collectively with Operational Services and Corporate Teams. The delivery plan will be owned by the Senior Nurse/Midwifery Management Team (SNMT) and it is proposed that reporting is progressed annually through to the People, Organisational Development & Culture Committee.

### Argymhelliad / Recommendation

The People, Organisational Development & Culture Committee is requested to note the content of this report and the attached Strategic Framework together with the proposals for delivery and reporting arrangements.

<b>Amcanion: (rhaid cwblhau) Objectives: (must be completed)</b>	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	3.2 Consider the implications for workforce planning arising from the development of HDdUHB's strategies and plans or those of its stakeholders and partners, including those arising from joint (sub) committees of the Board.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not applicable.
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	<ol style="list-style-type: none"> <li>1. Staying Healthy</li> <li>2. Safe Care</li> <li>3. Effective Care</li> <li>4. Dignified Care</li> </ol>
Amcanion Strategol y BIP: UHB Strategic Objectives:	<ol style="list-style-type: none"> <li>1. Putting people at the heart of everything we do</li> <li>2. Working together to be the best we can be</li> <li>3. Striving to deliver and develop excellent services</li> <li>4. The best health and wellbeing for our individuals, families and communities</li> </ol>
Amcanion Llesiant BIP: UHB Well-being Objectives: <a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report</a>	<ol style="list-style-type: none"> <li>2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS</li> <li>4. Improve Population Health through prevention and early intervention, supporting people to live happy and healthy lives</li> <li>5. Offer a diverse range of employment opportunities which support people to fulfill their potential</li> <li>8. Transform our communities through collaboration with people, communities and partners</li> </ol>

<b>Gwybodaeth Ychwanegol: Further Information:</b>	
Ar sail tystiolaeth: Evidence Base:	Values of Hywel Dda UHB Our Future Generations Living Well Research & Innovations Strategic Framework 2021-2024 A Healthier Wales: Our Future Generations Living Well (2018) Nursing & Midwifery Council A Healthier Mid & West Wales Mc Cormack & McCance <a href="https://academimcresearchbureau.com/wp-content/uploads/2019/04/PersonCentred_Practice_in_Nursing_and_Healthcare.pdf">https://academimcresearchbureau.com/wp-content/uploads/2019/04/PersonCentred_Practice_in_Nursing_and_Healthcare.pdf</a>
Rhestr Termiau: Glossary of Terms:	SNMT: Senior Nurse/Midwifery Management Team MRes: Masters of Research Degree
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Diwylliant, Pobl a Datblygu Sefydliadol: Parties / Committees consulted prior to People, Organisational Development & Culture Committee:	SNMT

<b>Effaith: (rhaid cwblhau) Impact: (must be completed)</b>	
<b>Ariannol / Gwerth am Arian: Financial / Service:</b>	Not applicable
<b>Ansawdd / Gofal Claf: Quality / Patient Care:</b>	Implicit within the report
<b>Gweithlu: Workforce:</b>	Implicit within the report
<b>Risg: Risk:</b>	Not applicable
<b>Cyfreithiol: Legal:</b>	Not applicable
<b>Enw Da: Reputational:</b>	Not applicable
<b>Gyfrinachedd: Privacy:</b>	Not applicable
<b>Cydraddoldeb: Equality:</b>	Not applicable



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# Nursing and Midwifery Strategic Framework EMPOWERED TO CARE 2021 – 2025



## Abstract

Our strategic framework is our commitment to moving the nursing profession across Hywel Dda forward over the next 5 years in response to the Health Board's Strategic Objectives. 'Empowered to Care' will help us meet our vision of working together to drive excellence in care for our patients and our communities.

*We are a profession, always learning, with the care of the patients at the heart of all that we do.*

Mandy Rayani,  
Director of Nursing, Quality and Patient Experience

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## This document was written in conjunction with:

- The values of Hywel Dda University Health Board.
- Our Health and Well-being Framework: Our Future Generations Living Well (2018).
- Research and Innovation Strategic Framework 2021-2024, Hywel Dda University Health Board.
- The Welsh Government long term plan: A Healthier Wales: Our Plan for Health and Social Care.
- The Nursing and Midwifery Council (NMC) Code.
- A Healthier Mid and West Wales: Our Future Generations Living Well.
- McCormack and McCance [https://academicresearchbureau.com/wp-content/uploads/2019/04/PersonCentred\\_Practice\\_in\\_Nursing\\_and\\_HealthCare.pdf](https://academicresearchbureau.com/wp-content/uploads/2019/04/PersonCentred_Practice_in_Nursing_and_HealthCare.pdf)

# FOREWORD

## Mandy Rayani, Director of Nursing, Quality and Patient Experience

I am delighted to present this Nursing and Midwifery strategic framework. Having a strategic response to the Health Board's requirements gives us clarity and forward momentum. **Our aim is to empower the profession at all levels of practice, to improve the safety and quality of services.** We will do this by investing in and developing our workforce to enhance the patient, carers and staff experience of care. 'Empowered to Care' will help us meet our strategic vision of working together to drive excellence in care for our patients and communities.

Any Strategic Framework must be taken in the context and time in which it is written and we have had an extraordinary 18 months. With the advent of Covid-19, many services have altered, stopped or started in varied ways. Our nurses, midwives, specialist community public health nurses (SCPHN-HV / School Nurses), healthcare support workers (HCSW) – **collectively known as nurses throughout the remainder of the Strategic Framework** – have led their environments of care well and made changes that have been necessary in a timely manner. This Strategic Framework sets the direction for the next 5 years integrating the innovative practices we have learnt.

Our vision is one of delivering excellent clinical services fit for current and future generations, with a focus on keeping people well in order to meet the priorities outlined within our Health and Care Strategy 'A Healthier Mid and West Wales: Our Future Generations Living Well'. This was approved by the Health Board in November 2018 and is the 20 year vision for population health outcomes set out in our Health and Well-being Framework, 'Future Generations: Living Well'. This Strategic Framework can only be implemented as it was created, and that is with the active involvement and commitment of both the staff and the population and I extend my heartfelt gratitude to them all for their contribution in developing it thus far.



Nursing is the largest staff group within the University Health Board (UHB) and our contribution to our organisation's 6 strategic goals is fundamental. This strategic framework will work in harmony with the other enabling functions in the University Health Board, including workforce and organisational development, quality improvement, research and innovation, facilities, digital and finance. **Together, this will help us build the foundations upon which our colleagues can continue to ensure all our patients receive the best possible care and our communities the best possible service.**

# VALUES





# INTRODUCTION

This document sets out the Nursing and Midwifery Strategic Framework for Hywel Dda University Health Board. This is about the nursing profession's contribution to delivering excellent clinical services fit for current and future generations. This framework encompasses professional development, redesigning workflows and career pathways, digitalising nursing documentation and ultimately transforming nursing in Hywel Dda University Health Board.

Recognising that a single professional group alone cannot deliver significant transformation, this framework supports our values and recognises the important role that nursing plays in ensuring their delivery and supporting our population in the future.

## How the Nursing and Midwifery Strategic Framework has been developed

We have invited contributions to the development of this Strategic Framework using feedback through senior management meetings, the Hywel Dda University Health Board's Nursing and Midwifery Conference, the annual staff and patient survey and education partners. It is supported by a robust implementation plan, which outlines the key projects, outcomes and milestones that we will need to achieve over the next five years. There is recognition that this is a dynamic process and therefore this framework is a live document sufficiently flexible to accommodate innovation and quality improvements aligned to our strategic priorities when the opportunities arise.



## Our Nursing and Midwifery Mission

- **Empowerment:** To empower nurses in Hywel Dda University Health Board at all levels of practice.
- **Quality and Safety:** To improve the safety and quality of services by investing in and developing the nursing workforce.
- **Patient Experience:** To enhance the patient and carers experience of care.
- **Staff Experience:** To enhance the staff experience within the working environment.
- **Public Health:** Promote public health messages with staff, patients, carers and the public.



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# OUR THEMES

## Empowerment

- We will develop meaningful career frameworks for all our nurses so that they can develop and progress in clinical, research, managerial and / or educational careers.
- We will develop the leadership skills of nurses and midwives and ensure visibility of leaders at all levels of the organisation.
- We will develop an education framework to equip the nursing workforce to work in health care settings of the future.
- We will support staff to develop professionally by planning and providing learning that is relevant to the service and service users.
- The way we do things will change in order to attract more highly motivated and skilled people to work with us.

## Quality and Safety

- We will contribute to the development of an assurance framework aligned to the Health Care Standards recognising the requirement to transition into the Quality and Engagement Act.
- We will develop the capacity and capability of nurses and midwives to undertake quality improvement and practice development.
- We will further develop the Governance Framework to support the Team Around the Patient model which will be underpinned by the Principles of Prudent and Value Based Healthcare.

## Patient Experience

- We will consider and introduce alternative ways of measuring outcomes that focus on the patient and carer experience.
- We will continue to implement the “Nurse Staffing Act” and expand its reach to other clinical areas.
- We will continue with the work to digitalise nursing documentation.
- We will standardise documentation where possible across Hywel Dda University Health Board.



## Staff Experience

- We will ensure visibility of leaders at all levels of the organisation.
- We will work with our Workforce and Organisation Development colleagues to identify and support the factors that enhance staff well-being, including access to clinical supervision, coaching and mentoring.
- We will review our processes for engaging and listening across the profession and providing feedback.
- We will enable sharing of opportunities for staff in peer group forums.

## Public Health

- We will support people to stay well, self-manage their condition and when necessary provide seamless and appropriate specialist support.
- We will engage with our local community – with schools, colleges and universities to promote public health issues e.g. infection prevention, screening, immunisation.
- We will accelerate our joined up work with our partners to deliver integrated health and social care that will improve people's health outcomes and well-being.
- We will promote Making Every Contact Count (MECC).
- We will ensure that mental health support is appropriately available to those who require it, when they require it. Our measures of success will be based on patient experience of our services with meaningful outcomes for service users based on the implementation of the recovery model of care.
- We will ensure dementia care awareness is embedded in our education and training.
- We will ensure Children Public Health Nursing Services are appropriately available to children, young people and their families supporting timely, appropriate health promotion and improvement advice and support.

# THEME: EMPOWERMENT

A core element of the Parliamentary Review and A Healthier Wales Quadruple Aim is to deliver an inclusive, engaged, sustainable, flexible and responsive workforce.

Throughout this Strategic Framework “Empowered to Care” we recognise that the healthcare workforce is the NHS’s most precious resource. Not only do we need to recruit, train and retain the right staff to be able to meet future need but also empower our workforce to be the best they can be.

**Empowerment** is associated with growth and development and can contribute to uniting people to achieve a common goal. Our nurses are well educated in clinical skills and in the principles of nursing practice. We need our nurse leaders to feel empowered and have the skills to empower others and create leaders at all levels of our organisation.

Empowered nurses demonstrate autonomy and independent decision-making skills. Our nurses want to feel like stakeholders in the whole care delivery system and to promote the highest level of nursing excellence.

Further work is needed to enhance system and collective leadership capability across the profession. We have made a start with the Senior Sister / Charge Nurse STAR Leadership Programme, which commenced in November

2019. We now need new opportunities to further develop leaders alongside our culture of compassionate care.

The way we do things will shift, ensuring we attract highly motivated and skilled people to work with us by adopting a listening and learning approach in all that we do. We will involve our nurses in shared decision-making. This means seriously looking at empowerment as a frame of reference for engaging our nurses more fully in those decisions that affect what we do, how we do them, and the outcomes of our work. We will achieve this through applying the following four principles:

- **Accountability:** The mutual commitment to positive patient-care outcomes.
- **Equity:** The valuing of every role in the organization.
- **Partnership:** Nurses relationships with one another, the patient and other disciplines.
- **Ownership:** Membership in the nursing profession, clinical practice, and the work that nurses do as individuals.



## Quadruple Aims

- 1 **Improved population health and well-being.**
- 2 **Better quality and more accessible health and social care services.**
- 3 **Higher value health and social care.**
- 4 **A motivated and sustainable health and social care workforce.**

We recognise the importance of continuous feedback. Nurses will be facilitated to give and receive critical feedback to enable them to feel appreciated and to build confidence and engagement.

Our workforce plans will focus on developing experience, capacity and capability required for the future. We have made a start by building on our preceptorship programme for newly qualified nurses as well as introducing The First

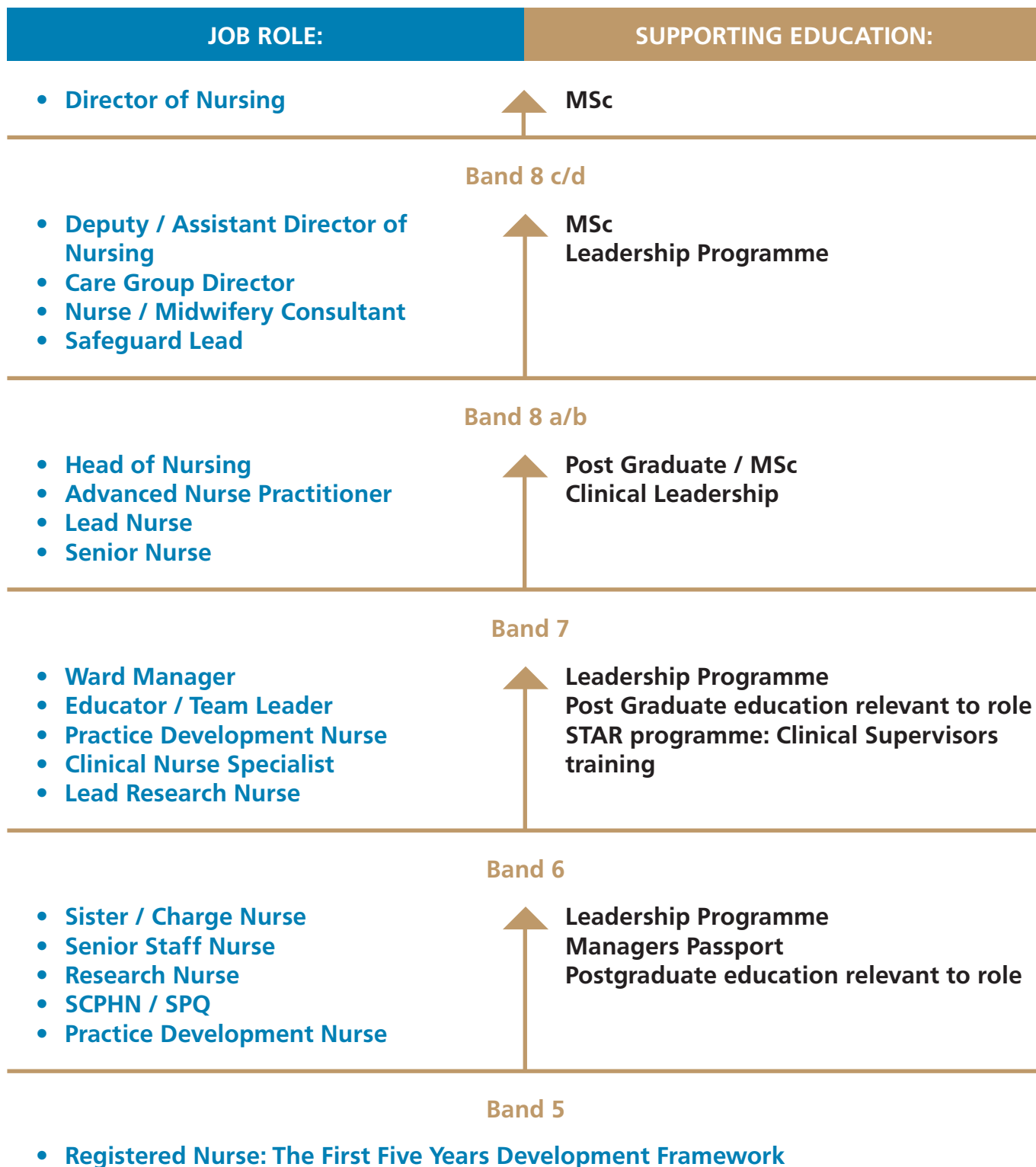
Five Years (FFY) Development Programme. This aims to provide an opportunity for nurses from across the health board in the early stages of their career to build a network for support, develop skills and knowledge and share experiences. This should also ensure the new registrants are familiar with and meets their obligations under the Nursing and Midwifery Council (NMC) Code.

## Key Outcomes for Success

- We will develop the leadership skills of nurses ensure visibility of leaders at all levels of the organisation.
- We will develop an education and career framework to equip the nursing workforce to work in healthcare settings of the future.
- We will support staff to develop professionally by planning and providing learning that is relevant to the service and service users.
- The way we do things will change in order to attract more highly motivated and skilled people to work with us.



# Examples of Nursing Career Pathways for Adult, Paediatrics, Mental Health, Learning Disabilities in Hywel Dda University Health Board



**Year 1 Support: Transition and Transformation**  
**Year 2: Supervision**  
**Year 3: Autonomy, Leadership and Management**  
**Year 4: Clinical Expertise**  
**Year 5: Specialist Knowledge and Skills, Senior Management and Leadership**

# THEME: QUALITY AND SAFETY

Every person in Wales who uses health services or supports others to do so – whether in hospital, primary care, their community or in their own home – has the right to receive excellent care as well as advice and support to maintain their health. All health services in Wales need to demonstrate that they are doing the right thing, in the right way, in the right place, at the right time and with the right staff.

The Health and Care Standards currently provides the framework to help teams and services demonstrate this. This aligns with the Welsh Government's Health and Social Care (Quality and Engagement) Act. The Act strengthens the existing duty of quality on NHS bodies and establishes an organisational duty of candour on providers of NHS services, requiring them to be open and honest with patients and service users when things go wrong.

The nursing profession in Hywel Dda recognise that continuous improvement in quality is key to making the health and social care system in Wales both fit for the future and one which achieves value. Indeed, one of the most important traits of empowered leaders is that they are facilitators of change. They are capable of identifying areas that need improvement and working to bring about transformation. Through our Quality and Improvement Framework, we will develop capability within the profession to support local Quality Improvement activity with a focus on quality of life and what matters to the patient.



*New Quality Improvement Framework for 2021 – 2025 in process*

This is at a time when we are facing considerable challenges with recruitment into the registered workforce. We acknowledge that there is a global shortage of nurses (*Drennan and Ross 2019*), but our workforce planning solution involves more than simply producing additional nurses. Having started on this journey, we will continue to consider the impact of specialisation and the importance of multi-disciplinary working. This can be achieved by applying the principles of prudent and value-based healthcare.

The infographic is titled 'The 4 principles of prudent healthcare' and is set against a dark blue background. It contains four panels: 1. 'Public and professionals are EQUAL PARTNERS through CO-PRODUCTION' with an illustration of people in conversation. 2. 'CARE FOR those with the greatest health need FIRST' with an illustration of a person in a wheelchair being attended to. 3. 'Do only WHAT IS NEEDED and do NO HARM' with an illustration of a clipboard and a stethoscope. 4. 'Reduce INAPPROPRIATE VARIATION through EVIDENCE-BASED approaches' with an illustration of a balance scale. At the bottom, it says 'For further information visit [www.prudenthealthcare.org.uk](http://www.prudenthealthcare.org.uk)' and includes logos for the Welsh Government and GIG Hywel Dda NHS.





We will create capacity by enabling our staffing groups to focus on doing what only they can do (i.e. working at the top of their license). This will involve further development of roles such as the Assistant and Advanced Practitioners but also new roles in nursing and other allied health staffing groups.

We are acutely aware that economic and social factors are major determinants of health and that technology is changing the way that disease is being diagnosed and treated. In short, there is an ongoing need to evaluate current best practices and develop new protocols based on their findings.

Nurse researchers play a vital role in all aspects of health care delivery, from policy development to nurse education to community health best practices. They contribute to the foundational knowledge important to all nurses and they support the notion of evidence-based care that forms the backbone of health care delivery. To realise the aspirations set out in this 5-year framework we must work with our University partners and invest in the individuals who can take this agenda forward.

## Key Outcomes for Success

- We will contribute to the development of an assurance framework aligned to the Health Care Standards recognising the requirement to transition into the Quality and Engagement Act.
- We will develop the capacity and capability of nurses and midwives to undertake quality improvement and practice development.
- We will further develop the Governance Framework to support the Team Around the Patient model which will be underpinned by the Principles of Prudent and Value Based Healthcare.
- We will develop the capacity and capability of nurses and midwives to undertake nursing research.

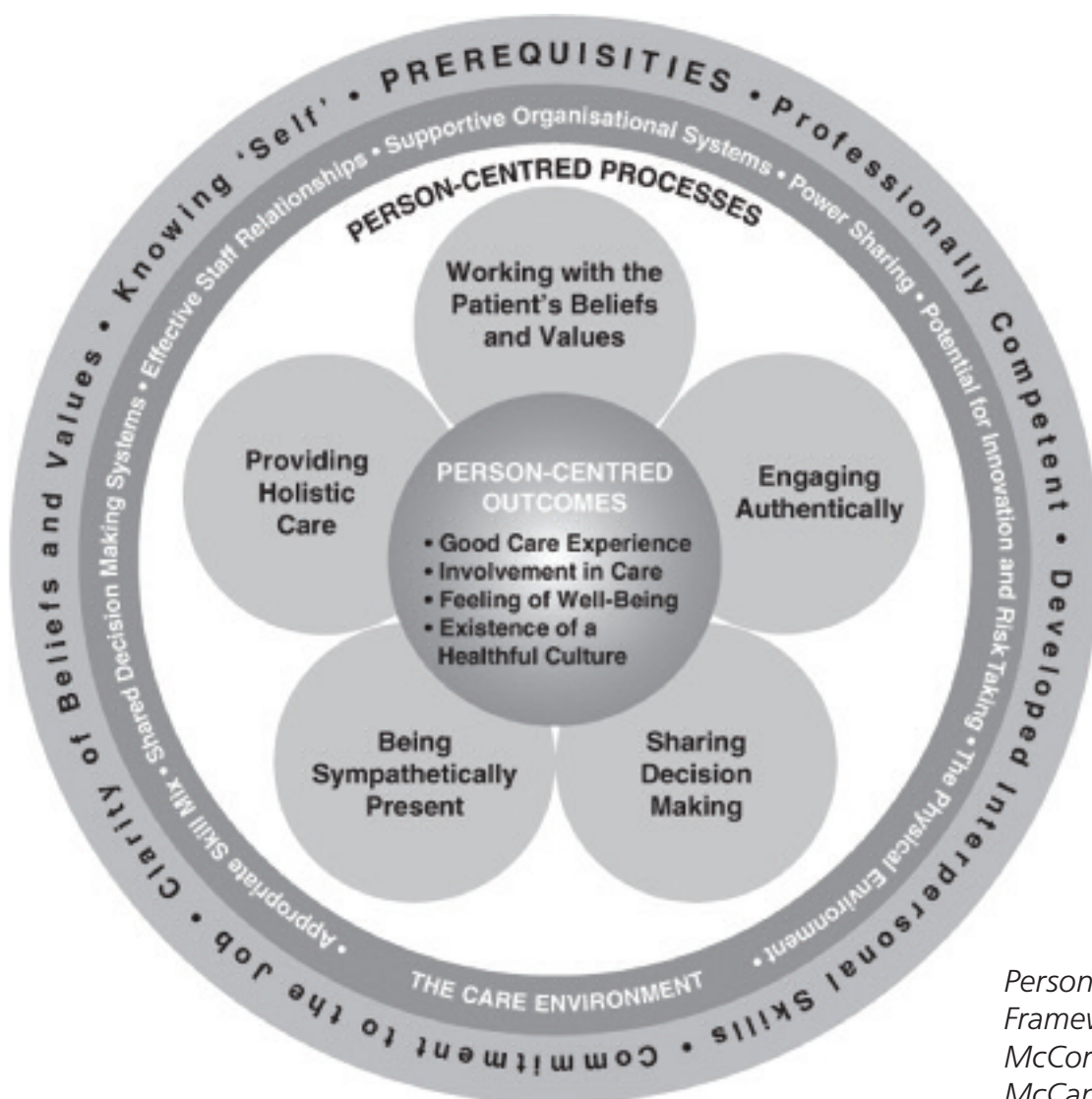
# THEME: PATIENT EXPERIENCE

During our engagement with the nursing workforce, we considered the impact of nursing on quality care and the patient experience. From this review, we found measuring the quality of nursing care is not easy. This is a complex area and many confounding factors exist that make it difficult to isolate and clearly identify the impact made by nurses. Part of this work considered key performance indicators (KPIs) which are frequently used as measures e.g. pressure damage, falls, medications errors, incidents and concluded that these metrics do not reflect the patient experience (*Person Centred Framework, McCormack and McCance, 2015*).

At our first Nursing and Midwifery conference, the nursing workforce considered the development of a Person-centred Framework.

It was felt that this framework represented an example of a dynamic approach to measurement of patient experience, focusing on measuring what matters to patients. The use of multiple methods i.e. surveys, stories, documentation, reviews and observations presented the opportunity to triangulate data. These approaches to data collection gave the patient a voice.

Further work is required in developing KPIs that enable a refocusing on the fundamentals of nursing and ensuring that we have appropriate mechanisms for feedback. This will provide the ability to evidence exemplary practice and will afford the opportunity to celebrate success, whilst at the same time utilising the data to drive practice change, promote workplace learning and improve teamwork.



*Person Centred Framework, McCormack and McCance, 2015*

The Nurse Staffing Levels (Wales) Act 2016 (Section 25b) introduces a duty for the health board to calculate and take all reasonable steps to maintain nurse staffing levels and inform patients of the level. The nurse staffing level is the number of nurses appropriate to provide care to patients that meets all reasonable requirements in the relevant situation. The number of nurses means the number of registered nurses (those with a live registration on sub parts 1 or 2 of the Nursing and Midwifery Council register). In calculating the nurse staffing level, allowances also need to be made for nursing duties that are undertaken under the supervision of or delegated to another person by a registered nurse.

In April 2021, we began the roll out of the Welsh Nursing Care Record (WNCr) marking the start of a brand new, digital way of working for nurses in Wales. This marks a pivotal moment in the history of Nursing – one that will completely change working practices for nurses and other members of the multi-disciplinary teams in Wales. The Welsh Nursing Care Record is transforming nursing documentation by standardising forms, and turning them from paper to digital. For the first time ever, nurses will be able to complete assessments at a patient's bedside on a mobile tablet, or other handheld device, saving time, improving accuracy, and minimising duplication.

### The WNCr Vision

**“Nurses, midwives and multi professional team members are confident and competent with using the WNCr. They utilise the data from the WNCr to drive improvements and learning across organisations in Health and Care in Wales, improving patient outcome and experiences. Patients receive seamless care and patients and staff can move across services in Wales using the single WNCr system.”**

The new system will enhance efficiency, value, and timeliness of care with the aim of improving patient safety.

Early feedback has been excellent, with many nurses positive about how easy WNCr is to use and how beneficial it will be to their role. Looking ahead, we will continue to engage with colleagues across Wales on a series of new, standardised, all-Wales clinical content in the form of e-documents.

### Key Outcomes for Success

- We will consider and introduce alternative ways of measuring outcomes that focus on the patients and carers experience.
- We will continue to implement the 'Nurse Staffing Act' and expand its reach to other clinical areas.
- We will continue to contribute to the Once for Wales approach to digitalise nurse documentation.
- We will standardise documentation where possible across Hywel Dda University Health Board.

# THEME: STAFF EXPERIENCE

We value our nursing workforce and their recruitment, retention, education and development are key factors to our success. Throughout this framework, we have recognised that our workforce needs to be ready to respond to further advancements in health and social care science and technology. We have acknowledged that the future registered nursing workforce supply will be a challenge in some areas and hence the development of new ways of working and development of new innovative roles will be key.

As an organisation we have a clear vision and embedded organisational values and these are two powerful factors that influence cultural change. We will work alongside our colleagues in workforce and organisational development in

delivering this vision of collective, compassionate and visible leadership. Through the lens of 'compassion' we will identify and support the factors that enhance the well-being of our nursing workforce.

Our approach to leadership development will encompass the principles of compassion. This includes the four pillars of compassionate leadership as outlined above. These four behaviours of compassion described in the form of a compass in the image below help to navigate how we interact and engage with colleagues, whilst aligning with Health and Social Care values and beliefs.

## Compassionate Behaviours Compass

**Attending.** Being present with those we lead. It requires that we 'listen with attention and fascination'.

**Helping** to ensure there's a good path for those we lead to achieve their goals by removing the obstacles or providing the resources and support to help them deliver high quality care.



**Understanding** is dependent on listening deeply. It requires that we take the time to listen in order to understand the challenges that those we lead face in their work.

**Empathising** is feeling the strains, pains, anxieties and frustrations of those we lead without being overwhelmed by those feelings. This then gives leaders the motivation to help or serve those we lead.

As part of this, we are growing capacity for access to clinical supervision and mentoring and will contribute to the coaching network in order to support and sustain behavioural changes amongst our leaders at all levels of the organisation.

Nurses are natural reflectors and therefore will promote reflective practices as part of the revalidation process but also in everyday practice to enable behavioural change and support staff resilience. It is recognised that engaging with nurses correlates with individual well-being and to organisational success. This in turn results in

less work related stress and improved well-being. Thus, we will explore new methods of engaging with our profession and ensure that there are systems in place to recognise nursing contributions and develop mechanisms to hear nursing feedback.

Nursing is incredibly diverse and fast paced. Taking care of patients is nursing's responsibility and passion, but we also need to consider how we can help nurses. Professional forums can enhance practice and improve health by providing access to discussions and the support of other nurses.

## Key Outcomes for Success

- We will ensure visibility of leaders at all levels of the organisation.
- We will work with our Workforce and Organisation Development colleagues to identify and support the factors that enhance staff well-being including access to clinical supervision, coaching and mentoring.
- We will review our processes for engaging and listening across the profession and providing feedback.
- We will enable sharing of opportunities for staff in peer group forums.



# THEME: PUBLIC HEALTH

To help achieve our strategic goals, our nurses must endeavour to influence and maximise the role the health service can play in keeping people well as we work towards a social model for health. Nursing can make a significant contribution to the wider system; with partners and people tackling the causes of ill health through promotion of health and well-being, prevention and early intervention. This focus on the population's health requires fundamental changes in the way the health service will operate and will present new opportunities for our nursing workforce.

The early years for children and families provides an opportunity for early intervention to promote health and well-being and prevent health harming behaviours. Child-birth is a life changing event and it is an ideal opportunity to improve health and well-being. Maternity services and midwives are committed to offering easily accessible services aimed at the specific needs of pregnancy and new parenthood. These incorporate a family-centred approach which encourages, empowers and supports newly expectant parents.

Every family with a child under five years has access to the Health Visiting service who provide contacts in line with the Healthy Child Wales Programme. This enables families to receive appropriate timely advice and support to ensure

the best outcomes for children. Advances in the importance of the health of young people have been seen at global, national and regional levels. Specific goals and targets, such as addressing non communicable diseases, mental health, sexual health and poverty, have been highlighted as part of an emerging public health agenda to address the size and scope of issues regarding the physical, emotional and mental health of young people. We recognize the importance of the attitude and behaviour of young people regarding their own health and, from this perspective, endeavour to plan and provide relevant and meaningful health promotion and improvement initiatives to improve the health and well-being of young people.

This whole system change requires integrated working across health and social care to improve people's health outcomes and well-being. Our commitment is to consider all parts of the system becoming integrated so that it feels like one service for those who need and use health and care – with a focus on 'wellness' in addition to caring for people when they have 'illness'. We will work together with colleagues and partners to prevent ill health; but when health or social care are needed, we will aim to provide high quality services for patients as close to home as practicably possible which are convenient, seamless and effective.



Many long-term diseases in our population are closely linked to known behavioural risk factors. Around 40% of the UK's disability adjusted life years lost are attributable to tobacco, hypertension, excess alcohol, being overweight or being physically inactive. Making Every Contact Count (MECC) is an approach to behaviour change that uses the day-to-day interactions that we have with other people to encourage changes in behaviour that have a positive effect on the health and well-being of individuals, communities and populations. Given the plethora of contacts that nurses have with people each day, we recognise that it is every nurses' duty to make every contact count for the health of the population now and for the future.

In recent years, we have seen the profile of mental health and learning disabilities raised through the media with increased reporting on the prevalence of mental health problems. This should be welcomed as it helps to reduce the stigma and discrimination associated with mental health and learning disabilities however, in view of this raised awareness we have also witnessed an increasing demand for services each year.

Our Mental Health / Learning Disability service is continuously developing in order to have the greatest impact on improving and maintaining mental health well-being. It is our aim to ensure that Mental Health services are appropriately available to those that require it, when they require it.

Dementia is a major public health issue with approximately 42,000 people in Wales living with the condition. As a profession, our aim is to treat people who have dementia and their carers with dignity and ensure that they receive care and support based on individual need, rather than assumptions about the condition.

We will recognise that dementia is "everybody's business" and commit to adopt an anti-discriminatory "rights-based" approach in our support, care and practice for people living with dementia and their carers wherever they are accessing our services. We will achieve this by embracing the All Wales Dementia Standards (*Improvement Cymru 2021*) and the Dementia Friendly Hospital Charter (*to be published*) and embed this into practice.

## Key Outcomes for Success

- We will support people to stay well, self-manage their condition and when necessary provide seamless and appropriate specialist support.
- We will engage with our local community – with schools, colleges and Universities to promote public health issues e.g. infection prevention, screening, immunisation.
- We will accelerate our joined-up work with our partners to deliver integrated health and social care that will improve people's health outcomes and well-being.
- We will promote Making Every Contact Count.
- We will ensure that mental health support is appropriately available to those that require it, when they require it. Measures of success will be based on patient experience of our services with meaningful outcomes for service users based on the implementation of the recovery model of care.
- We will ensure dementia care awareness is embedded in our education and training.
- We will ensure Children Public Health Nursing Services are appropriately available to children, young people and their families supporting timely appropriate health promotion and improvement advice and support.

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