



**Moving Forward to  
Outstanding with YOU**

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**Our Nursing &  
Midwifery Strategy**

**2022-2025**





"Massive goals don't require massive action.  
They require consistent action."  
J. Mike Field





# Message from the Chief Nurse and Deputy Chief Executive

I am passionate about ensuring that every patient is provided with the standard of care that we would want for our loved ones. As nurses and midwives we are in a very privileged position of caring and supporting patients and their families at some of the most vulnerable times in their lives. We make a huge contribution to ensuring safe and effective care to our patients and their families.

The COVID-19 pandemic has challenged and changed the NHS in far more ways than perhaps we imagined one year ago. There are many experiences that we would rather leave behind although there is much that we have learned about ourselves, our Trust and our communities that we should and must take into the future.

This strategy has been developed in close consultation with you, through a number of engagement events, including an initial consultation meeting with nurse leaders and a survey to discuss key priorities with individual nurses and teams. Through the feedback that we have received we have identified areas that you are proud of and also some key challenges that you face now and anticipate for the future.

We are very proud to launch our refreshed Nursing and Midwifery Strategy 2022-2025. The nursing and midwifery staff at Warrington and Halton Hospitals have continued to go 'above and beyond' to provide the best possible care to patients and families with continuing compassion and kindness.

Thank you for your ongoing support and commitment to providing outstanding care to our patients and their families and I look forward to working with.



**Kimberley Salmon-Jamieson**  
Chief Nurse and Deputy Chief Executive



# Introduction

# Introduction

The Nursing and Midwifery Strategy for 2022–2025 outlines how Warrington and Halton Teaching Hospitals nurses and midwives will deliver outstanding patient care and patient experience underpinned by the latest best practice, education, research and innovation.

This Strategy has been created with recognition and alignment of National Plans and Strategies; The People Plan, the National Nursing Strategy, the 10 year Forward View and Integration and Innovation; working together to improve health and social care for all.

Integrating care: next steps to building strong and effective integrated care systems across England.

There has been wide involvement of nursing and midwifery staff at all levels to identify five key overarching objectives and drivers to deliver the aims identified within this Strategy.

The five objectives are:

- Brilliant Basics
- Year on year improvements in patient care
- Empowering all nurses and midwives to drive service improvement and quality
- Valuing and developing our workforce
- Developing our leaders





Delivery of outstanding care which is kind,  
respectful and compassionate every time

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**Objective one**

# Objective one

## Brilliant Basics, getting the basics right every time

- Deliver care which meets the individual needs of all patients, providing nutritious and appropriate food and drink
- Ensure pain is managed effectively, always considering inclusivity and personalisation
- Implement the Learning Disability & Autism and Mental Health Strategies to reduce health inequalities for patients
- Ensure effective communication takes place with regard to discharge planning starting on admission involving patients and their families to ensure timely discharge when the patient is medically optimised
- Ensure effective communication at shift handover, board rounds and ward rounds to ensure seamless patient care
- Timely administration of medicines will be an 'always event'
- Nursing and midwifery documentation will be standardised across the Trust harnessing digital solutions where possible contributing to the new in-patient digital record
- Ensure infection prevention measures are implemented and strictly adhered to ensuring the highest standards of cleanliness through our “time to shine” campaign learning from our experiences of the COVID-19 pandemic



High quality patient care

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Objective two



# Objective two

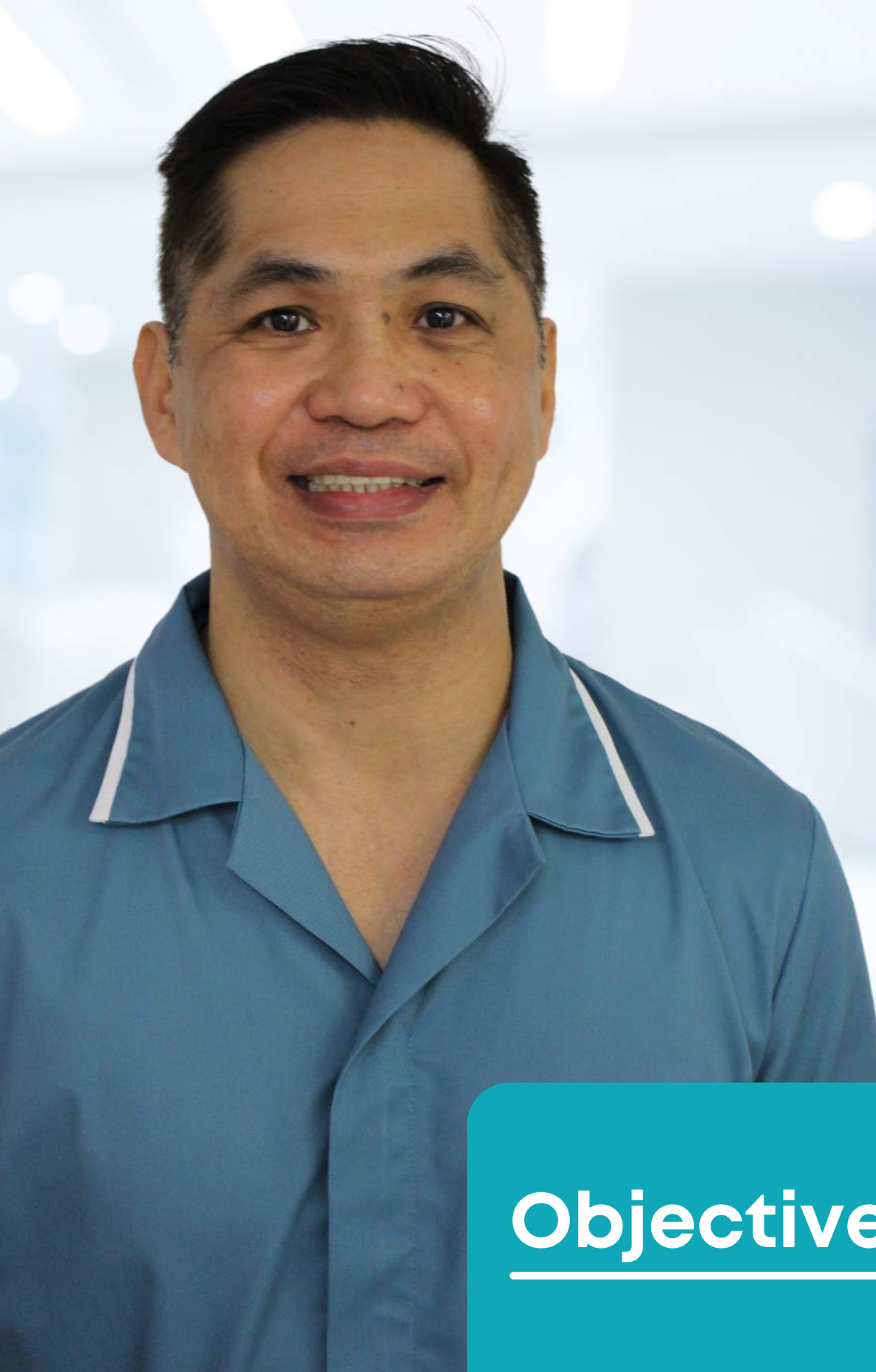
## Year on year improvements in patient care

- Continue to provide safe, effective, high quality patient care and further embed a culture of continuous improvement, focusing on reducing harm and delivery of improvements in all quality indicators
- Continue to deliver improvement initiatives that support all clinical quality external accreditation such as the NHS Litigation Authority, the Care Quality Commission (CQC) and our plans to move to “outstanding”
- Measure what we do and track variation so we can use quality improvement to improve such as pressure ulcer damage and falls
- Support staff to understand data and be data driven in all improvement work
- Encourage patients to raise any questions or concerns so as they may be resolved in a timely manner either by speaking directly to staff or via our ‘Tell us Today’ service
- We commit to communicating with each other in an accessible, friendly and respectful manner



Empowering all nurses and midwives

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Objective three

# Objective three

## Empowering all nurses and midwives to drive service improvement and quality

- Create a culture which promotes quality improvement and co-creation with our patients and families voice the centre of everything we do
- Embrace an ethos which celebrates developing new ways of working to enhance the experience for our patients, their families, carers and staff
- Embrace the utilisation of digital solutions to enhance and streamline systems and processes
- Integrate education, innovation and research into the care that we provide
- Regularly review nursing and midwifery policies, guidelines and procedures to make sure they are based on the best current evidence.
- Support staff to publish and present at conferences
- Promote careers in research to strengthen the focus on evidence based care
- Share learning across different clinical areas and specialities ensuring accessibility of the Quality Improvement Team for all staff



Rewarding roles through training and education and excellent learning environments

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Objective four

# Objective four

## Valuing and developing our workforce

- Develop a "communication" and "lessons learned" framework
- Promote a clear work/life balance by providing flexibility in the workforce
- Ensure rewarding roles through training and education
- Reduce the reliance on temporary staffing
- Listen to what our staff say about what would help them to be more productive and efficient
- Provide induction, preceptorship and an excellent learning environment increasing collaborative learning in practice (CLIP)
- Encourage open and transparent communication at all times through Chief Nurse and senior nurse 'keeping in touch sessions' for all staff
- Support our staff to be open and raise concerns where necessary
- Demonstrate commitment to our staff by making sure senior nurses and midwives and consistently present in clinical areas
- Recognise the contribution of specialist nurses and midwives to patient care and outcomes
- Develop a highly visible nurse and midwife specialist workforce who motivate and inspire
- Harness Advanced Nurse Specialists' and Specialist Nurses' expertise to skill up staff and pioneer innovations and excellence in practice



Providing outstanding care as an  
outstanding leader

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**Objective five**



# Objective five

## Developing our leaders

- Speak as a collective voice through our Communication Framework
- Role model behaviours and standards required to deliver an outstanding service and outstanding leadership
- Embrace a 'just culture' to promote trust, honesty and teamwork
- Develop and support matrons and ward managers to deliver outstanding ward management and excellence in clinical practice
- Develop mentors and ensure a mentor or coach is available for all senior leaders or those that request one to enhance the reputation of the Trust's nursing and midwifery workforce
- Support staff to speak up when things require improvement and be bold when they have good ideas taking a 'tell us today' approach
- Create equal opportunity, being inclusive for staff to develop their leadership potential
- We will define leaders' roles and responsibilities for improving the care and experience of our patients delivering improvements
- We will increase the availability and support staff to take forward customer care training
- We will increase the quality of complaint responses



## Thank you to the following contributors and partners for supporting the development of the Nursing and Midwifery Strategy 2022- 2025

WHH Patient Experience Committee

Allied Health Professionals

Staff Nurses

Midwives

Health Care Assistants

Ward Managers

Sisters and Charge Nurses

Specialist Nurses

Associate Chief Nurses

Deputy Chief Nurses

Assistant Practitioners

Nursing Associates

Advanced Clinical Practitioners

Consultant Nurses



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