

# Nursing, Midwifery and Allied Health Professionals Strategy 2023-2028





## Contents

- 3 A word from our Chief Executive
- 4 A word from our Chief Nurse
- 5 Introduction
- 6 Who we are
- 7 Trust strategy
- 8 National context
- 9 Our Nursing, Midwifery and Allied Health Professionals strategy
- 10 Involving our community
- 11 Defining good care
- 12 Improving the way we care
- 13 Our five key priorities
- 14 Strategic objectives and priorities
- 15 Supporting and developing our staff
- 16 Develop our centres of excellence in care
- 17 Be leaders and influence change
- 18 Person centred digital care
- 19 Engagement and governance
- 20 Care Accreditation Scheme
- 20 Conclusion

# A word from our Chief Executive

---

## **Our new five year professional strategy for nursing, midwifery and Allied Health Professionals (AHPs) is both ambitious and wide ranging.**

I am particularly pleased that so many of our staff and members of our communities were involved in developing the five key priorities at the heart of the strategy.

This new strategy focuses on what our staff and patients need and builds on the national priorities set out by Ruth May, Chief Nurse of NHS England, Suzanne Rastrick OBE, Chief Allied Health Professions Officer for England, and Jacqueline Dunkley-Bent, Chief Midwifery Officer in England.

The five key priorities within this strategy are:

- To develop our centres of excellence in care
- Supporting and developing our staff
- Be leaders and influence change
- Lead on integration of care
- Drive technology enabled care

These priorities closely echo the Trust's strategic priorities and reflect what matters to our staff and our communities.

I would like to thank everyone involved in bringing this strategy together and for setting out such a clear road map for how we will achieve our ambitions together.

**Nick Hulme**  
Chief Executive  
East Suffolk and North Essex  
NHS Foundation Trust



# A word from our Chief Nurse

---

## **I am incredibly proud to share our Nursing, Midwifery and Allied Health Professionals Strategy 2023 to 2028.**

At ESNEFT the commitment to delivering excellence in care which is compassionate, innovative and flexible highlights the unique contribution that nurses, midwives and AHPs make on a daily basis. Our organisational values of being Optimistic, Appreciative and Kind, no matter the challenges that we face, have underpinned the way in which we work, support and care for our patients, their families and each other.

We have experienced so much in the last three years. Our expertise, skill, flexibility and determination to care has been tested more than any of us thought possible. However, we responded, we delivered and we grew together. It is now time for us to realise our aspirations and potential for all the professions that have been shaped from the learning from our recent experiences. This learning has been key to shaping the strategy for the next five years.

**Within this strategy we commit to improve every day, innovate our practice, and celebrate the diversity of our workforce in delivering new services in new ways.**

Whilst we have individual professional groups who contribute uniquely, when our nurses, midwives, allied health professionals and support staff come together, they truly shine and do amazing things.

Our strategy aligns with the national ambitions for the professions as set out by the Chief Nursing Office, Chief Midwifery Officer and Chief AHP for England, whilst also addressing the more local priorities that our communities need us to address. Our strategy sets the direction of travel for the next five years and I would like to personally thank everyone for their time and energy for their contributions.

### **Dr Giles Thorpe**

Chief Nurse and Director of  
Infection Prevention and Control,  
East Suffolk and North Essex  
NHS Foundation Trust



# Introduction

---

**This document outlines our five year professional strategy for nursing, midwifery and Allied Health professionals, who are made up of 14 distinct professions.**

Our strategy aligns with our Trust strategy and the key priorities set by Dame Ruth May, Chief Nursing Officer for England in October 2022 at the Chief Nursing Officer summit and the national AHP strategy published by Suzanne Rastrick OBE in June 2022.

The strategy has been co-created following a series of discussions and events with all staff groups across our services.

This has been led by Dr Giles Thorpe, Chief Nurse, with senior clinical leaders across the professions.

Engagement has been sought from our patient partnership groups which has supported the priorities set.



# Who we are

---

## Aim

We want everyone to feel valued and thrive, irrespective of their background or job role. We want our staff to be proud of what they do and to support them to realise their ambitions and potential. We want colleagues to recommend ESNEFT as a place to work, train and receive care.

---

## Culture

We are optimistic, appreciative and kind. We will make this central to how we work creating a culture that is inclusive and open. Our staff experience and our employer reputation will be reflected through our values and purpose.

---

## Philosophy

Our philosophy is Time Matters. We want our staff to be able to give their best, every day. We will listen to what causes the stresses and frustrations for our staff and patients and work together to find a better way of delivering services and improve the working environment.

---

## Diversity

Our diversity is something we are proud of, with many of our colleagues drawn to us from other areas of the UK and around the world and reflective of many different backgrounds from more than 100 countries.

---

# Trust strategy

Our ambition is to offer the best care and experience is supported by five strategic objectives which will guide planning and investment:



Keep people in control of their health



Lead the integration of care



Develop our centres of excellence



Support and develop our staff



Drive technology enabled care



# National context

---

## **Our approach is underpinned by values that are set nationally.**

Nurses, Midwives and Allied Health Professionals (AHPs) collectively provide health, care and wellbeing for our patients. They are a significant part of our workforce and a vital to the future of patient care.

Each have national leaders who have made strong commitments to enable us to deliver high quality care and emphasising the value placed upon our workforce. This allows us to strengthen our own leadership in care delivery.

---

### Ruth May, Chief Nursing Officer (CNO) NHS England

**“ I have three priorities to support the delivery of the NHS Long Term Plan and give full recognition to the value of the nursing professional and this will be to address workforce shortfalls; enhance pride within our professional and strengthen the perceptions of both nursing and midwifery as high value careers. This will enable nurses and midwives to influence and lead change at every level across the NHS”.**

---

### Suzanne Rastrick OBE, Chief AHP (CAHPO) NHS England

**“ AHPs are central to meeting the changing demand the NHS faces from our growing and ageing population and the expanding frontiers of science and innovation. They are instrumental in delivering person-centred, evidence-based care as clinical leaders and practitioners. Their expertise is key to the shift from over-reliance on hospitals and unnecessary care costs, which is vital to ensuring the sustainability of future services”.**

---

### Jacqueline Dunkley-Bent, Chief Midwifery Officer

**“ Midwives will lead the implementation of the Better Births campaign through the Maternity Transformation Programme as their commitment to make maternity services in England one of the best in the world in the delivery of ‘safe, personalised care’ to pregnant people and their families.**

---

# Our Nursing, Midwifery and Allied Health Professionals strategy

---

## **We have listened to and involved our nurses, midwives and AHPs.**

We ran an engagement programme involving patients, members, stakeholders, patient groups, alliance organisations and community representatives.

What we heard developed our ambition:

**Our nurses, midwives and AHPs will offer the best care and experience, promoting healthier communities and reducing health inequalities. We will strive to deliver holistic care to a consistent standard of excellence. We will ensure that all our nurses, midwives and AHPs strive for one objective: to care with pride to every patient in our community.**



# Involving our communities

---

## **We wanted to know what people thought makes good care, and what we can do to make it even better.**

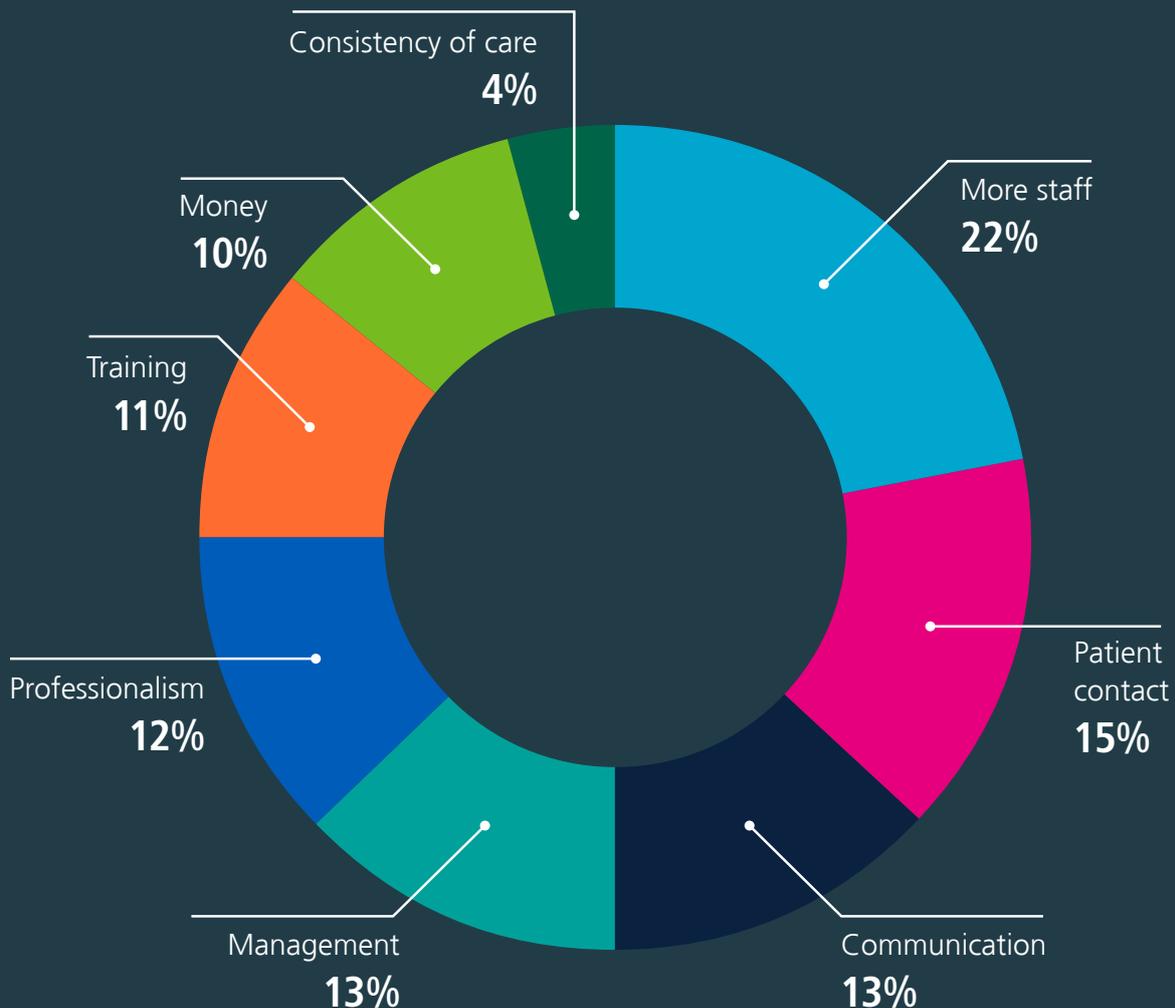
Over 250 people in our local communities answered our survey – respondents were made up of current patients, carers, family members, and members of the public. We asked them to respond to our questions in their own words, and we have grouped their words into themes here.

The majority (87%) of the people who responded told us that their experience of care was in one of our acute hospitals – either in Colchester or Ipswich – with the rest being cared for by our community teams or elsewhere.



# Defining good care

Our survey showed us that these are the things people value about the care they receive:



**“More staff so more time is available for patient care and staff retention so regular team not relying on bank staff”**

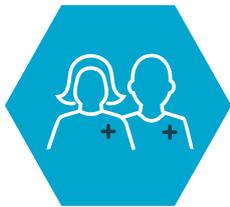
**“Good ward/department management by one individual and a good role model to others [with an] eye on the ball at all times”**

**“Taking the time with patients, good follow up, really listening, taking people seriously, holistic care”**

# Improving the way we care

---

**The key themes around what we could do to make care even better are as follows:**



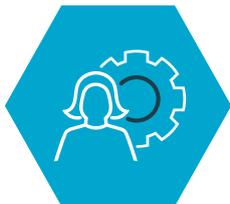
Having more trained staff available on wards to support colleagues deliver care



Some saw the amount of patient contact they experienced as a way to measure empathy and compassion of staff and hoped other colleagues would adopt this approach



Consistently communicating with patients would improve their stay on a ward and contribute to good care



Where staff have a supportive management team that would improve the chances of nurses delivering good care



The topic of money increased slightly over the course of the survey period in line with national news coverage on industrial action taking place

Additionally many of the answers associated care being given on the wards only, and rarely specified other areas. Also some activities described were more in line with the role of healthcare assistants and support workers rather than our nurses or AHPs



## Our five key priorities

# Strategic objectives and priorities

---



## Develop centres of excellence in care

- Strive to deliver harm free care at every contact
- Achieve excellence in end of life care
- Work in partnership to achieve better outcomes in mental health care
- Work with young people to improve the transition into adult services
- For maternity services ensure full implementation of the national safety programmes to provide safe and effective care outcomes
- Work with patients, families and carers to make every contact count to improve their care and experience



## Supporting and developing our staff

- Maximise the potential of our staff and develop new roles
- To be the first choice for training and education
- Ensure our workforce is representative of our communities
- Prioritise the mental and physical wellbeing of our staff
- Lead on effective talent management
- Co-produce programmes with our staff so their voice is heard
- Work together to influence and empower each other



## Be leaders and influence change

- Develop a safe, learning culture
- Strengthen partnership working to improve clinical pathways and outcomes
- Develop a reputation for excellence in care through innovation, research and QI
- Develop leadership at all levels through shared governance and accreditation
- Establish the journey of pathway to excellence and continue to improve in getting there
- Support our workforce to realise their potential
- Motivate each other to be ambitious together



## Lead on integration of care

- Be champions of integrated services
- Lead on the education of pathway developments and support for our patients
- Break down historical organisational boundaries



## Technology enabled care

- Use technology to ensure that patients and staff have full use of accessible services
- Champion technology to enhance care delivery
- Use technology to enhance patient education

# Supporting and developing our staff



## 1 Live our behaviours and values

- Invest in others
- Listen and engage fully
- Innovate and be flexible
- Seek opportunities

## 2 Champion diversity and include our communities

- Celebrate the unique
- Harness the opportunities that integration brings

## 3 Champion ESNEFT as a first choice employer

## 4 Develop effective talent management and better succession planning

- Encourage our staff to realise their potential
- Supporting staff to develop in their roles e.g nurse consultants and advance radiographers

## 5 Collaborate and encourage curiosity in our workforce

- Bring the professions together

## 6 Start a dedicated ESNEFT professionals day

### Measuring success:

1. Increasing our number of apprenticeships
2. Improve HCSW retention figures
3. Succession planning programme for roles
4. Develop the diversity of our senior roles to be reflective of our workforce
5. Actions from professionals day

# Develop our centres of excellence in care



## 1 Work collaboratively with alliance partners to champion healthy communities

- Co-produce improvements with patients and their families

## 2 Address health inequalities

- Push the boundaries of how care is delivered

## 3 “What matters to you?”

- Create time to have these conversations
- Undertake evidence based practice

## 4 Focus on place based care (pathways across services)

- Champion patient choice
- Be champions of research

## 5 Deliver a customer service approach

- Lead cultural change
- Advocate for all

## 6 Provide safe and effective maternity care and services.

- Implement national maternity safety programmes
- Every Birth, Every Day programme

### Measuring success:

1. Launch of safe harbour programme
2. Implement Better Births programme
3. Grow and develop the Faculty of Education
4. Increase research time for nurses
5. Roll out trust wide the Trainee Nursing Associate programme

# Be leaders and influence change



- 1 Deliver Shared Governance and Care Accreditation to champion excellence in care standards**
- 2 Lead through inclusive leadership**
- 3 Champion a just culture where staff feel psychologically safe to share their concerns**
- 4 Support others in learning events**
  - Share the learning from different teams
- 5 Promote and share learning to become system leaders through our Innovations and Quality Improvements**
- 6 Invest in developing our future leaders**

## Measuring success:

1. Start shared governance councils
2. Start care accreditation scheme
3. Develop the Patient Safety Science Academy to provide training to all staff (and the ICS) for Human Factors Training, After Action Review Training
4. Psychological First Aid Debrief and Patient Safety Incident Review training

# Person centred digital care



Digital Care involves all nursing points of contact with patients and service users via healthcare technologies. We strive to adopt the quality aims of equality, timeliness and accessibility, efficiency, effectiveness, safety and being person centred.

- 1 Champion shared governance and care accreditation to champion deliver excellence in care standards
- 2 Patient Information available when and where it is needed to maintain safe care
- 3 Promote equity through the use of technology to enhance care delivery
- 4 Design and use technology (apps and podcasts) to enhance patient autonomy
- 5 Through integrated care models become system leaders and lead innovation and quality improvement
- 6 Develop our leaders to increase digital literacy and resilience in line with Saftey 2 practices such as the creation of a respectful work environment that appreciates individual roles and supports a no blame culture

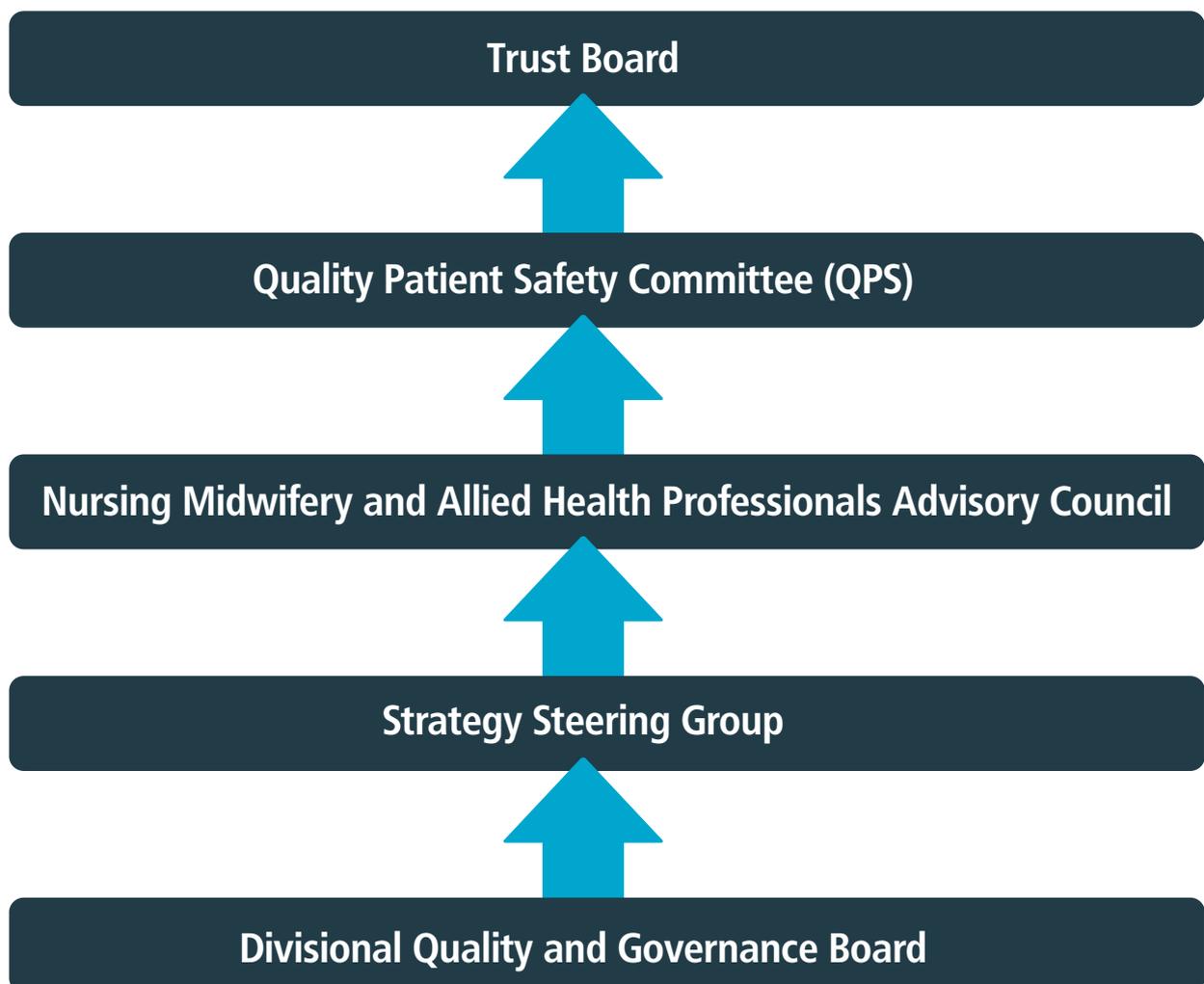
## Measuring success:

1. Progress towards Electronic Patient Referrals
2. Replacing multiple paper forms with a single electronic approach that reduces duplication and supports clinical decision making.
3. Reducing the number of clinical and business related system applications used by nurses

# Engagement and governance

---

At ESNEFT we have a clear governance structure to ensure that what we set out is monitored and tracked appropriately to ensure the delivery of our Nursing, Midwifery and AHP Strategy.



# Care Accreditation Scheme

---

**Internationally, care accreditation schemes have been shown to improve recruitment and the retention of staff, improve our patients experience and reduce preventable harm to patients.**

The scheme will support our commitment to creating a positive working environment for our Nurses, Midwives and AHPs. We understand that such a scheme is integral to enabling and empowering our teams.

It will allow our teams to flourish through experiencing and promoting:

- Job satisfaction
- Professional growth and development
- Respect and appreciation
- A learning culture
- Good leadership

## In conclusion

---

**Our strategy aims to set the outline of what is needed to be the best and support our colleagues across the Trust.**

This is a springboard to further our work as a strong multiprofessional clinical workforce, empowering individuals and teams to respond and lead on the ambitions outlined for the future.

We have been ambitious in our vision for the future, recognising the challenges we may face, some of which are unknown. We are confident that we will rise to meet these with optimism, appreciation and kindness.



