



Our Strategy

for Nurses, Midwives and
Allied Health Professionals

2021-2026

Setting our Vision and Objectives

Welcome to our journey to professional excellence



The start

Our journey of developing and evolving professional excellence began in 2015 with OUH Nursing and Midwifery embracing and implementing the American Nurses Credentialing Centre (ANCC) Magnet® model core principles into our strategic planning, practices and processes. The ANCC is one of the world's premier credentialing organisations for high quality nursing and midwifery practice and produces a variety of tools and frameworks to support healthcare organisations achieve excellence. The Magnet® model provided a framework to achieve excellence within nursing and midwifery practice and served as a road map to guide us by identifying gaps and supporting interventions in developing excellence. The original gap analysis identified a need to support continuing professional development and educational achievement, which was enabled by resourcing the PG Cert in Leading Compassionate Excellence in Nursing and Midwifery.

The initial work also supported the start of our shared governance framework, which led to the creation of unit based and Trust-wide themed councils that continue to operate and grow to this very day. Recognition of exceptional professional practice is another key component of our journey to nursing and midwifery excellence and the Daisy® award was introduced to recognise individuals who have been nominated by patients. OUH has been influential in the NAME (Nursing and Midwifery Excellence) UK movement, forming national networks and supporting the development of an understanding of professional excellence.

A new opportunity

In late 2019, Ruth May, Chief Nursing Officer (CNO) for England, set out a vision and ambitions for nursing and midwifery professions that included three key priorities.

1. A workforce fit for the future
2. Renew the reputations of our professions for the future
3. A collective voice that is powerful and heard, influencing policy and practice

To deliver this vision the National CNO Shared Governance introduced a Collective Leadership Programme which consists of three core parts.

1. Local accreditation
2. Nursing and Midwifery Excellence
3. Shared Decision-Making

To support the launch of the programme, a small group of acute NHS provider Trusts were selected to participate in the first rollout, of which OUH is fortunate to have been included. This provides us with an exciting opportunity to learn from the national network of NHS organisations, supporting national team development of professional excellence strategy as our previous Magnet® journey. Our shared governance council structure and our evolving OxSCA clinical accreditation programme demonstrate that we were already delivering on the three core components prior to the national team vision. The national, Shared Governance: Collective Leadership Programme, has led to the creation of healthcare organisational networks, which support the development of national professional excellence ambitions through shared learning and the development of strength within our professions.

Current strategic aims

The ANCC Pathway to Excellence® programme will guide our continuing journey of professional excellence. Pathway to Excellence®, like Magnet®, is a framework and is used globally to support the delivery of nursing and midwifery excellence and consists of six core standards, felt to be integral to developing a positive practice environment: Shared Decision-Making, Leadership, Quality, Safety, Wellbeing and Professional Development. Focusing on these six standards and adopting the various elements of practice, detailed within each standard, will enable us to recognise areas of current good practice, identify gaps, and support the planning and implementation of improvements, where required. The focus on creating and maintaining a positive practice environment aligns with the principle that creating a good staff experience contributes to a reduction in attrition and absenteeism and also leads to better patient experience and outcomes. Pathway to Excellence® aligns very much with the strategic aim of "Our People" and its philosophy integrated within the components of national and local people's plans.

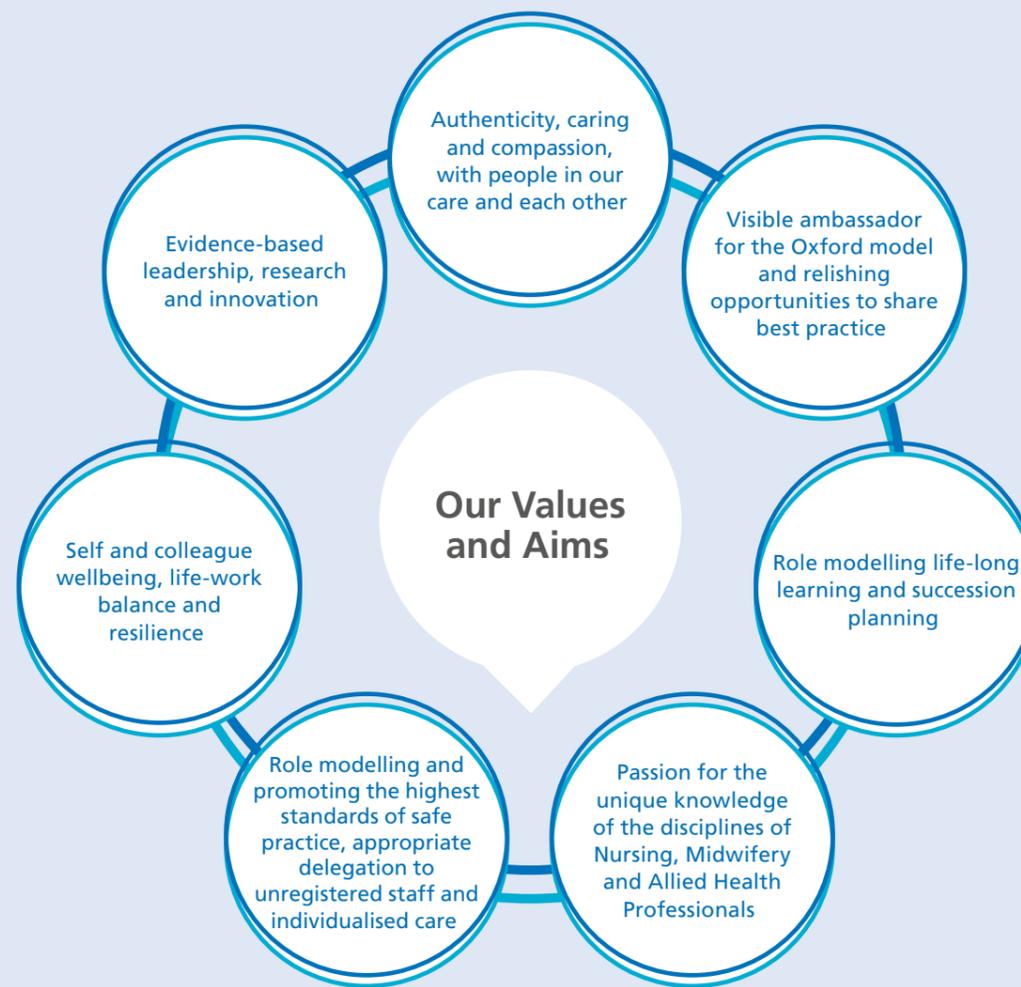
There is an excellent fit between the Pathway to Excellence® and Magnet® programmes, with Pathway to Excellence® increasingly being used as a stepping stone to Magnet® designation. Therefore our aim is to achieve Pathway to Excellence® status, utilising this as a crossover to continue our journey of professional excellence.

Moving forward: Nursing, Midwifery and Allied Health Professional Integration

The ambitions proposed within this strategy provide an exciting opportunity for a structured integration of Nursing, Midwifery and Allied Health Professionals (NMAHP). Interprofessional working as part of a strong multidisciplinary team is already in existence in many of our frontline teams, working together in a variety of clinical practice environments, delivering direct patient care. Although the original ANCC frameworks are based on Nursing and Midwifery practice, the standards will be used, at OUH, to develop and build on our interprofessional excellence.

To anchor our evolving NMAHP integration we will develop a Professional Practice Council, enabling the co-creation of professional practice frameworks, recognised by our teams as reflecting the core components of our unique professional contributions. The Professional Practice Council will provide us with significant opportunities to acknowledge our diverse and unique contributions to patient care, whilst also recognising the similarities and collegiate behaviours espoused in our professions.

THE OXFORD MODEL



- Our Values and Aims**
- Individualised, person-centred care
 - Evidence-based care based on the international benchmarking
 - Self and colleague wellbeing
 - Commitment to life-long learning, especially in transitioning new graduates, clinical certification in Advanced Clinical Practice or leadership roles
 - Professional Decision-Making and Shared Governance
 - Interdisciplinary teamwork
 - Clinically-led retention and recruitment

The Oxford Model

For exemplary professional practice

Our strategy provides us with the amazing opportunity to bring together and appreciate the unique contributions of our Nurses, Midwives and Allied Health Professionals (NMAHPs), through the ongoing development of our Professional Practice Model (PPM).

Creation of a Professional Practice Model is described as being a vital step towards developing professional excellence. It has been depicted as the driving force of professional practice development and provides a schematic description of the theory, phenomena or systems which depict how health care professionals practice, collaborate, communicate, learn and improve.

As part of our original Magnet® journey, a series of focus groups were held with the aim of defining the way forward for Nursing and Midwifery within OUH. A significant number of nurses and midwives contributed to the focus groups from different specialities and services across the Trust. The work from these focus groups led to the development of the Oxford Model, our current Professional Practice Model.

A recent scoping review of the Oxford Model suggests that the core components of the model remain relevant to our current practice, including healthcare policy, the pillars of professional practice, the Magnet® model and Pathway to Excellence® standards. The objectives outlined within this strategy include the revision of the Oxford Model by our NMAHP Professional Practice Council, with the aim of developing an agreed Professional Practice Model that reflects the professional practices of the NMAHPs community within OUH. This will ensure that what we do and how we do it are at the heart of our professional practices.

Our Oxford Nurses, Midwives and Allied Health Professionals at all levels are clinical leaders and champion the Oxford Model through a number of behaviours and commitments which make up the Oxford Model (shown opposite).

Sam Foster

Sam Foster
Chief Nursing Officer



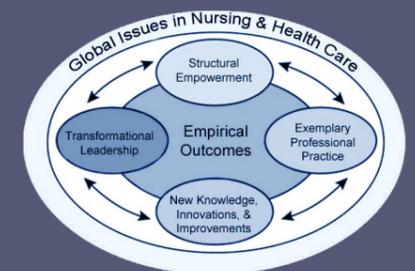
Pillars of Professional Practice:

- Clinical practice
- Leadership
- Education
- Research

Pathway to Excellence® Standards:

- Shared Decision-Making
- Leadership
- Quality
- Safety
- Wellbeing
- Professional Development

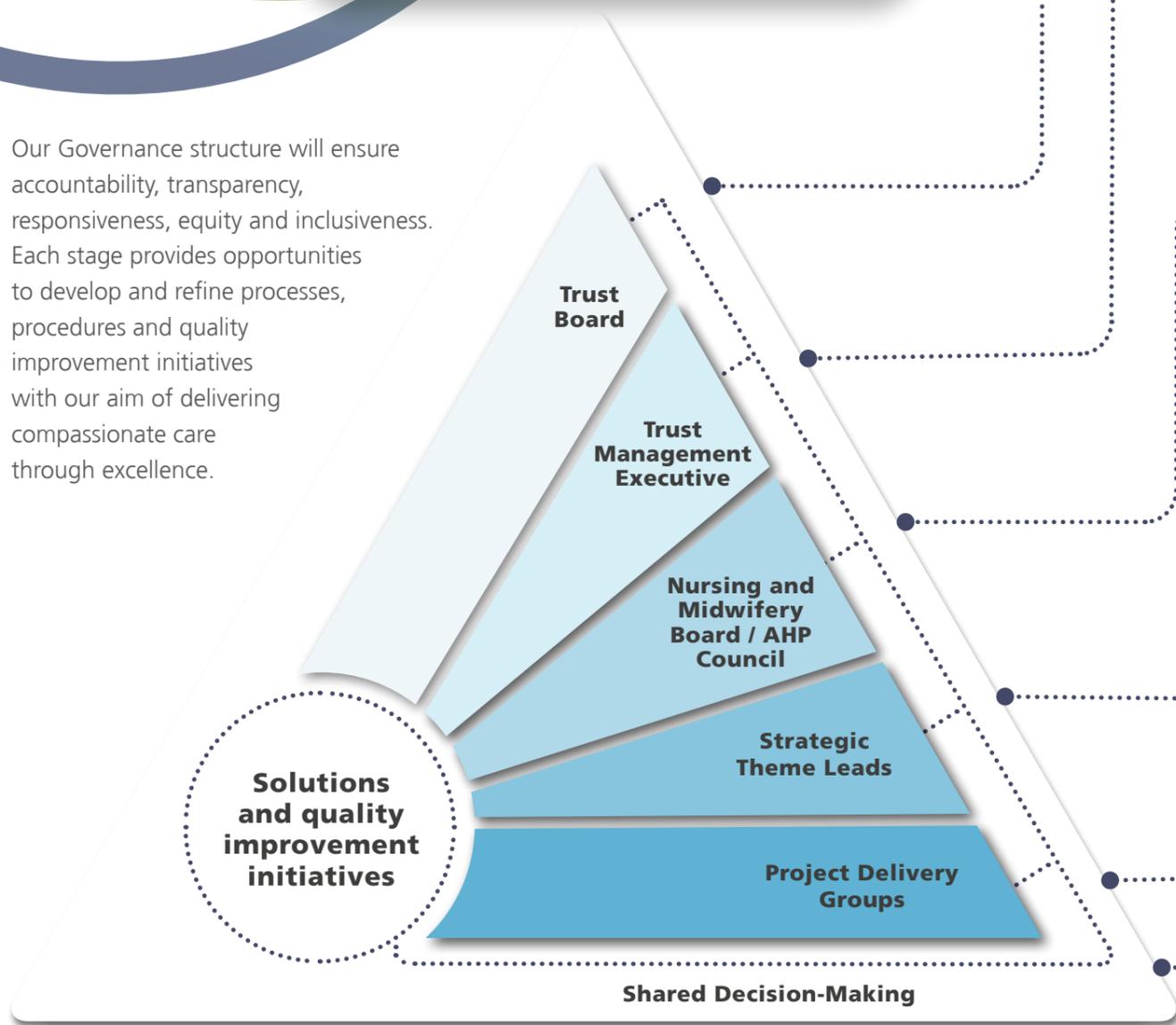
Magnet Model:





GOVERNANCE

Our Governance structure will ensure accountability, transparency, responsiveness, equity and inclusiveness. Each stage provides opportunities to develop and refine processes, procedures and quality improvement initiatives with our aim of delivering compassionate care through excellence.



TRUST BOARD

The Trust Board has overall responsibility for the activity, integrity and strategy of the Trust and in common with all NHS Trusts and NHS Foundation Trusts in England, OUH is accountable through its Board to NHS Improvement.

The role of the Trust Board is supervisory and strategic, and it has six key functions; to set strategic direction,

define objectives and agree plans for the Trust, to monitor performance and ensure corrective action, to ensure financial stewardship, to ensure high standards of corporate and clinical governance and personal behaviour, to appoint, appraise and remunerate executives and to ensure dialogue with external bodies and the local community.

TRUST MANAGEMENT EXECUTIVE

The Trust Management Executive (TME) has been constituted by the Trust Board and is the executive Decision-Making committee of the Trust. The purpose of the committee is to provide the Board with assurance concerning all aspects of setting and delivering the strategic direction for the Trust, and its associated

clinical strategies; to support Chief Officers and Directors to deliver their delegated responsibilities by providing a forum for briefing, exchange of information, mutual support, resolution of issues and achievement of agreement.

NURSING, MIDWIFERY AND ALLIED HEALTH PROFESSIONALS BOARD

The Nursing and Midwifery Board (NMB) is the key professional decision forum for Nursing and Midwifery colleagues. The Board is chaired by the CNO and attended by Directors of Nursing, Divisional Directors of Nursing, the Head of Safeguarding and several other senior members of the nursing team. From April

2021 this forum also includes Senior Allied Health Professionals. The purpose of the Board is to formally oversee the delivery of the themes by providing strategic Decision-Making in the pursuit of excellence in patient care, ensuring consistent professional practice across all Divisions, Directorates and sites within the Trust.

STRATEGIC THEME LEADS

Our Strategic Theme Leads provide direction, management oversight and assurance for each element of the Project Delivery Group activities whilst refining

and guiding work streams for recommendation and adoption through the Nursing and Midwifery Board and Allied Health Professional Council.

PROJECT DELIVERY GROUPS

Our Project Delivery Groups will scope, create and formulate clear project delivery plans to enable and

equip colleagues to achieve our Vision, Aims and Objectives using this strategy as per our framework

SHARED DECISION-MAKING

Our Vision is that proposed changes and improvements that affect patient care will be made through a collaborative process of Shared Decision-Making. We will develop and expand the number and reach of our Shared Decision-Making councils across the Trust.

This will provide colleagues with the forum and opportunity to discuss, debate and explore improvement programmes to inform and shape solutions delivered through our Project Delivery Groups.

O.U.H. Strategic Framework 2020-2025

This is our Trust strategic framework, developed by our staff and built on our Vision and Values



OUR OBJECTIVES

Across everything we do at O.U.H., we focus on the following three strategic objectives

-  We will make O.U.H. a great place to work by delivering the best staff experience and wellbeing for all **Our People**, supported by a sustainable workforce model and a compassionate culture
-  We will improve the access, quality and experience of care for all **Our Patients**
-  We will work with partners to improve the health and wellbeing of **Our Populations**, working collaboratively to deliver integrated and sustainable services

STRATEGIC THEMES

To support us to achieve our objectives, we are focusing on five themes

- **Close to Home:** We will support patients to manage their own health and will work together with partners to deliver joined up services, Close to Home
- **Digital by Default:** We will be Digital by Default, scaling up digital outpatient appointments, virtual clinics and digital ways of working
- **OneTeamOneO.U.H.:** We will be #OneTeamOneO.U.H., working together to create an inclusive culture and make O.U.H. a great place to work for all
- **Getting the Basics Right:** We will get the basics right across our key enablers such as our Estates, Governance and key processes to support all our teams
- **World-Class Impact:** We will celebrate and strengthen our unique world-class research, education and innovation so that we can continue our global impact in improving health and care

VALUES

Our Values are:

Learning | Respect | Delivery | Excellence | Compassion | Improvement

VISION

Our Vision is:

Delivering Compassionate Excellence for Our People, Our Patients and Our Populations.



OUR OBJECTIVES

Strategic Objectives

To categorise the proposed deliverables, they are each assigned to one of our three Strategic Objectives.



Each objective for delivery has been discussed, agreed, refined and aligned to one of our five strategic themes.



Strategic Themes

These Aims and Objectives set our Vision as a collective team of professionals to enhance the care, support and wellbeing of Our People, Our Patients and Our Populations and therefore contribute to the Trust's strategy over the next five years.



Our Strategic Themes in detail



OUR PEOPLE

Our journey...

- Phase 1
- ▲ Phase 2
- ▮ Phase 3



Our Themes

We commit to deliver...



Close to Home

- Development of **sustainable channels of staff recruitment** that support patient care throughout the region
- ▲ Provide training to staff **supporting patients in their own homes**
- ▮ Regularly **update colleagues and teams** on the progress of the **Regional Integrated Care System Plan**



Digital by Default

- Increase our use of the **'my assurance app'** for clinical audits to enable ward to Board visibility of quality measurements across the Trust
- Continue to enhance the **accessibility** and range of **interactive IT teaching resources** across the Trust
- Support the development of a **staff career portfolio management database**
- ▲ Provide increased levels of investment and support to enhance our staff's **IT skills and capabilities**
- ▲ Develop and implement an **innovative mobile application** that will centralise access to essential information promoting wellbeing, information sharing and an increased sense of community and connectivity
- ▲ Ensure **self-rostering for staff** in our clinical areas is supported and deployed Trust-wide
- ▲ Provide wider access and accessibility to **support for training** with our systems that interface with operational tools and processes



One Team One OUH

- Create inspiring **learning environments** to enthuse our learners
- Improve our systems to measure **staff satisfaction** that will inform improvements
- Increase opportunities for **personal development**
- Learn from feedback and **enhance our student experience**
- Restart **Value Based Interview** training
- **Consistent staff communications** that are multi platform
- ▲ Enhance awareness of **Trust strategy and Vision** for leadership training
- ▲ **Coaching** and **development opportunities** at all levels
- ▲ Nurture and shape a **culture of compassion and excellence** driven through well-led, high performing teams with excellent employee engagement
- ▮ Continue the ongoing development of **individual careers**

Our Themes

We commit to deliver ...



Getting the Basics Right

- Standardisation of **career leadership trajectories** using Pathway to Excellence® Programme as a vehicle
- Promote a culture that allows the **freedom to speak up**
- Promote and maintain **professional standards**
- Promote and manage our colleagues **physical and emotional wellbeing**
- Improve satisfaction levels for **new starters'** experience of joining OUH
- Specialist **clinically-focused training**
- Improved use of **space and environment** for all in line with evolving infection prevention and control guidance
- ▲ Increase availability of **clinical supervision** for staff
- ▲ Implementation of Nursing, Midwifery and Allied Health Professional **leadership training programmes**
- ▲ Expand current **pastoral care services** for staff
- ▲ Development of a cross-function, cross-divisional **mentorship scheme**
- ▲ Comprehensive **budget and management training** programme available for all wards leaders
- ▮ Nurture and build a **culture of Shared Decision-Making** at all levels
- ▮ Develop and nurture a **highly skilled, capable and compassionate workforce** critical to strategic and operational success



World Class Impact

- Introduce all staff to **research opportunities**
- Identify and implement a **robust communication strategy** to disseminate all research information
- Ensure **research** is included in every development plan
- Identify **shared research priorities**
- ▲ Develop and support access to resources to **develop knowledge and skills in research**
- ▲ Engage with managers to develop and support **opportunities for research**
- ▲ Develop a clear **career pathway** for research delivery staff
- ▲ Develop a **research champion network**
- ▲ Celebrate and promote excellence in the delivery of **Practice Development and Education**
- ▲ Enhance access to and the contribution of our people in **Practice Development and Education initiatives**
- ▮ Develop a **clinical academic career pathway**



OUR PATIENTS

Our journey...

- Phase 1
- ▲ Phase 2
- ▶ Phase 3



Our Themes

We commit to deliver...



Close to Home

- Increased use of **telemedicine** to reduce on-site attendances
- Extend the use of **digitally enabled workflows and data** to enable staff to support more patients to return home quicker or stay in their own home
- Develop and establish improved use of **telephone or video calls** for consultations where defined as clinically appropriate
- ▲ Develop **cross-divisional collaboration** when allocating resources
- ▲ Communicate the **development of pathways of care** with clear transitions from care providers to allied areas of the patient journey
- ▶ Explore innovative **patient-focused care solutions** through outreach services centred in our community



Digital by Default

- Consistent use of **standardised digitised clinical documentation**
- Continue progress with the implementation of **bedside digital documentation**
- Provide forums and opportunities for **digital innovation** to explore for use in quality improvement initiatives
- ▲ Creation and implementation of a **patient outlier reporting system** to support care management
- ▲ Support the implementation of the **patient portal and future care management systems** in line with the Trust's digital strategy
- ▶ Ensure our **digital documentation** will be **future-proofed** to meet the needs of our patients, staff and the service they support



One Team One OUH

- Embed our **Oxford Scheme for Clinical Accreditation (OxSCA)** through the Trust with all areas accredited by **2026**
- ▲ Support the continued development of **after acute care services**
- ▶ Provide opportunities and resources for **quality improvement initiatives** to be explored and implemented
- ▶ Enhance the understanding and wider awareness of the work of our **students and apprentices** on placement and the value they add to our work

Our Themes

We commit to deliver ...



Getting the Basics Right

- Delivery of **consistently high levels of care** measured against local and national standards
- Ensuring the **right equipment** is available at the **right time** and used for the **right patient**
- Provide excellent **clinical therapy services** at all times
- ▲ Facilitate the use of **innovative therapeutic intervention and rehabilitation** maximising prevention and promoting recovery and quality of life for health and wellbeing in the populations we serve



World Class Impact

- Strengthen links with existing **patient and public involvement (PPI)**
- Use evidence to facilitate a **positive safety culture experience**
- ▲ Increase opportunities for **patients to be actively involved in research**
- ▲ Promote user and staff engagement to facilitate **clinical effectiveness and improvement of care**
- ▲ Support patients through application of **evidence-based practice** to manage their health
- ▲ Practice Development and Education delivery which clearly reflects and underpins strategic workforce plans that **enhance patient safety and service delivery**
- ▲ Practice Development and Education provision and delivery which reflects the diverse needs of our workforce to **ensure effective and safe patient care**



OUR POPULATIONS

Our journey...

- Phase 1
- ▲ Phase 2
- ▶ Phase 3



Our Themes

We commit to deliver...



Close to Home

- Continue to increase the range and flow of **information to the communities we serve** to update and inform on service improvements and quality improvement projects
- ▲ Understand our **service users' expectations and experiences** of their care pathways
- ▶ Continually improve our **primary care needs** assessment following discharge



Digital by Default

- ▲ Provide **digital services communications** that support the **diverse and multicultural populations** we serve
- ▲ Continue programmes of work to enable **appointments to occur digitally** if appropriate for individuals
- ▲ Work towards **real time bed status systems** to support patient care, patient flow and patients' experience of the care environment
- ▶ Enhance our **digital communications platforms** and channels to support our engagement strategies and plans with the populations we serve



One Team One OUH

- Promote our **unique and diverse qualities** that support the populations we serve
- Encourage and provide opportunities to **celebrate and recognise excellence in compassionate care** in conjunction with the populations we serve
- ▲ Enhance processes to **collect, explore and share patient experience feedback** we receive that supports and underpins service and quality improvement projects

Our Themes

We commit to deliver ...



Getting the Basics Right

- Improve **cross-provider communications**
- ▲ Strengthen and develop **community partnership** working practices and opportunities
- ▶ Detailed and advanced engagement with **'hard to reach social groups'** to understand **current and future needs**
- ▶ Continuous programme of enhancements and to the **Trust's Estate properties and structures**
- ▶ Support the Trust to promote and develop the use of **sustainable resources** at every opportunity



World Class Impact

- Collaborate with **High Education Institutes (HEIs)** to explore all **research opportunities**
- ▲ Promote and facilitate research placements for all **pre-registration students**
- ▲ Liaise with **BRC** theme leads to explore and **promote NMAHP research opportunities**
- ▶ Link with research groups across the **Academic Health Science Networks (AHSN)** to foster **collaborations** and **develop research** capability and capacity
- ▶ Ensure representation from **NMAHP** researchers on key **local, regional and national** committees and groups relevant to research and clinical academic careers
- ▶ Practice Development and Education initiatives which recognise the **richness and diversity of our populations** reflected in our recruitment and retention strategies and the contributions this makes in **enhancing practice and patient care**
- ▶ Become a **world-class centre for independent therapy research and innovation**



DELIVERY PLAN PORTAL

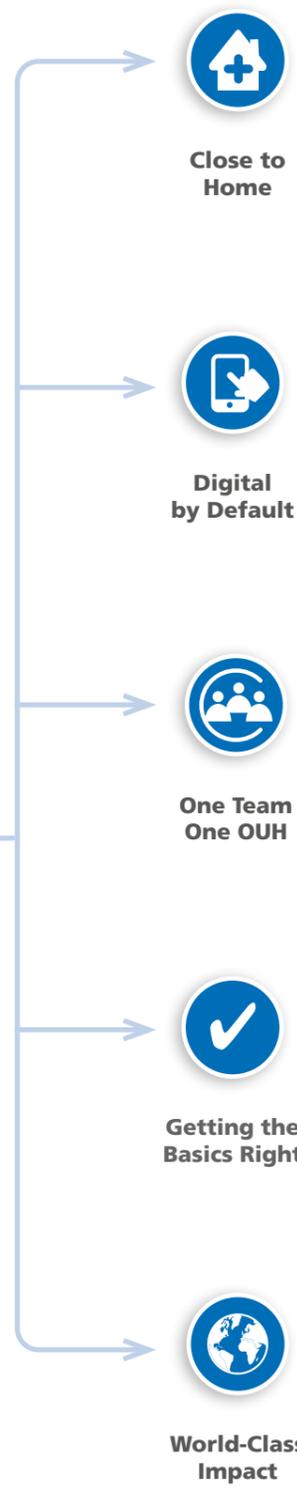


Our Vision and Objectives as set out in our strategy will be delivered through our teams of colleagues throughout the Trust, supported and encouraged by our Governance structure. Each work stream and project will naturally be at different stages on the completion pathway, but they will all follow our strategic themes outlined in this document.

Links to delivery plans, associated documentation and information can be accessed by following the portal on the right side of this page. When project and work streams go live so will the associated links providing you the viewer with access and insight to the progress and work.

Our Vision is that the Delivery Plan Portal will provide all colleagues with the opportunity to join our journey and the work of delivering compassionate excellence throughout the Trust for our People, Our Patients and Our Populations.

We have grouped these Delivery Plans in accordance with our Clinical Accreditation processes; Safe, Caring, Effective, Responsive and Well led.



	OUR PEOPLE	OUR PATIENTS	OUR POPULATIONS
Close to Home	Safe Caring Effective Responsive Well led	Safe Caring Effective Responsive Well led	Safe Caring Effective Responsive Well led
Digital by Default	Safe Caring Effective Responsive Well led	Safe Caring Effective Responsive Well led	Safe Caring Effective Responsive Well led
One Team One OUH	Safe Caring Effective Responsive Well led	Safe Caring Effective Responsive Well led	Safe Caring Effective Responsive Well led
Getting the Basics Right	Safe Caring Effective Responsive Well led	Safe Caring Effective Responsive Well led	Safe Caring Effective Responsive Well led
World-Class Impact	Safe Caring Effective Responsive Well led	Safe Caring Effective Responsive Well led	Safe Caring Effective Responsive Well led



NEXT STEPS



Opportunities

Our journey towards professional excellence outlined in this document provides a wider range of opportunities to add to the superb work already underway and being guided by NMAHP colleagues. With the Shared Decision-Making process at the centre and our collective professional experience, talents and qualities these will ensure that our contribution to the delivery of the Trust strategy will be of real value.

Strategy evolution

Project teams will build on the delivery plans and pathways for Our People to achieve our Visions and Ambitions set out in this document. Plans will be connected to this document to provide assurance and oversight for the ongoing progress of each individual work stream.

Exploration

We invite you to be an active participant in our journey. We value your opinions, experience and input; why not join one of our Shared Decision-Making councils or project delivery groups. Please contact your line manager who will be able to connect you with the appropriate colleague to guide you to the correct pathway.

Thank you

Sam Foster

Sam Foster
Chief Nursing Officer



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2021-2026

Setting our Vision and Objectives



OUR PEOPLE



OUR PATIENTS



OUR POPULATIONS

Published by Oxford University Hospitals NHS Foundation Trust, May 2021

www.ouh.nhs.uk

