

Nursing Strategy

2009 —
2014



Vision

Vision for Nursing within South London and Maudsley NHS Foundation Trust (SLaM) —



Nurses will lead and deliver care from their point of entry into the profession. They will be able to articulate what they do, what the evidence base is, and what outcomes they will achieve. They will work in partnership with service users on their journey to recovery. Nurses working in clinical roles will spend 80% of their time in direct care and associated activities. Nurses will work alongside colleagues to improve the body of knowledge in mental health care, and will lead service innovation in mental health nursing in the UK.

Nurses will be respected and valued for their unique contribution to mental health care by service users, colleagues and the public. They will be proud of their achievements and will role-model commitment to the care they deliver at the highest levels of the organisation.

> Introduction

It is 61 years since the creation of the NHS, and it is timely that we have developed this document which sets out our approach to the delivery of excellent care to service users, their carers and families over the next five years. Delivering quality care, effective outcomes and appropriate, accessible services requires excellent nursing. Nurses must be capable of planning, delivering and assessing treatment interventions. They must model key skills, and mentor and develop junior nurses and their un-registered colleagues. Nurses must also be able to delegate care tasks appropriately and safely, taking full account of their individual professional responsibility.

From a service user's perspective, nurses and health care assistants are key members of the care team. Most of the time, service users will have more contact with nurses (and those who support nurses) than any other professional group. The way that nurses deliver care is as important as the content of the care and treatment, and service users will give us examples of excellent nursing care across the trust. When service users describe excellent care, it is often about the way that nurses have spoken and behaved with them.

In developing this strategy, we have taken into account the recent Chief Nursing Officer's Review of Mental Health Nursing and the NHS next stage review by Lord Darzi. We have also ensured that this nursing strategy supports the Trust's strategic aims.



Transformational Leadership

Transformational Leadership —

> Vision

Leaders will be responsive to the needs of nurses delivering care

Leaders will manage change effectively

Leadership will be visible at the point of care delivery

> Outcomes

Clinical leaders will ensure that systems are in place that support nurses to deliver care; these systems will include effective resource management

Clinical leaders will focus on the provision of care within care pathways, supporting nursing staff to deliver interventions



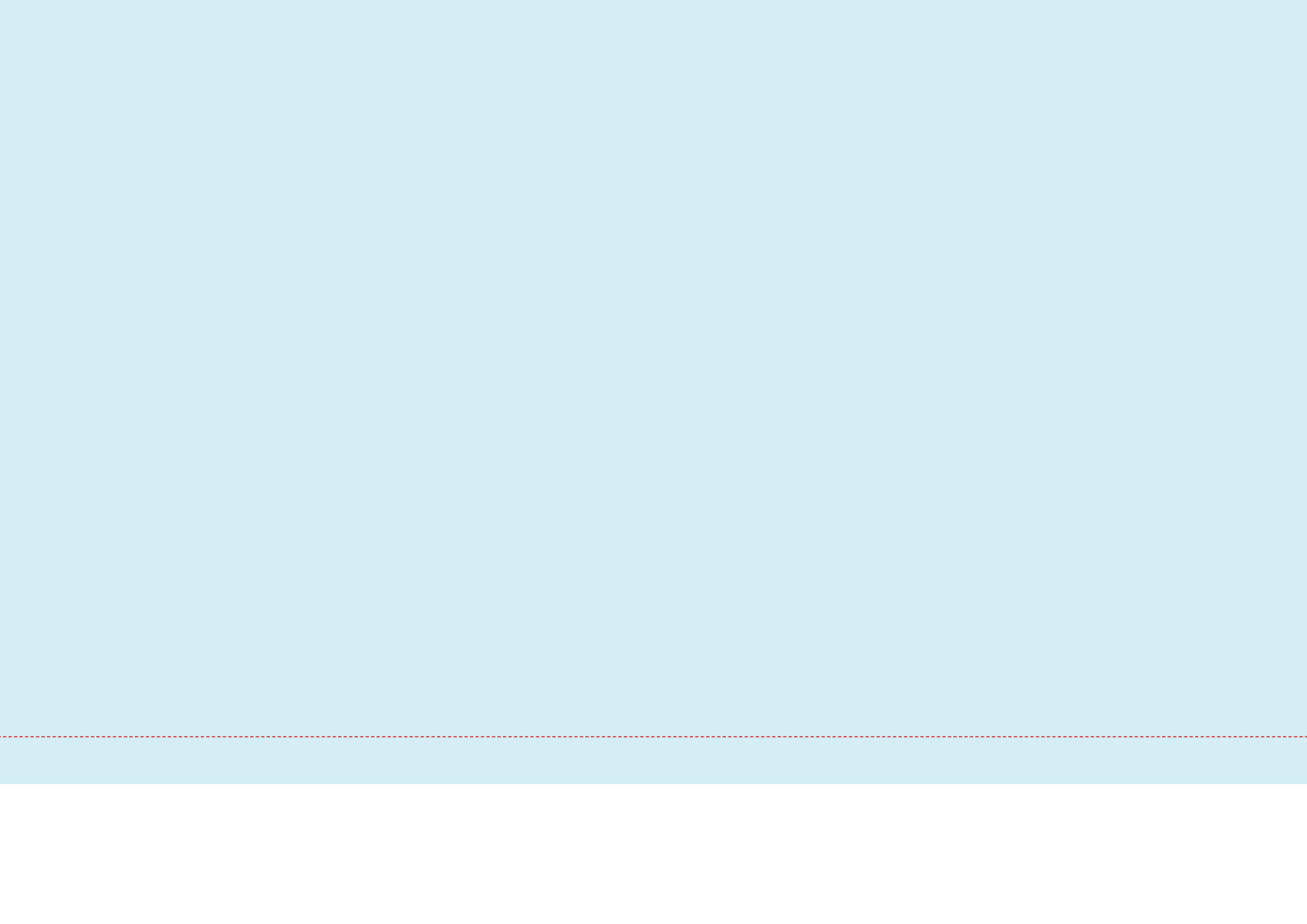
There will be transparent systems in place to deliver and provide leadership progression and succession planning to ensure that leadership potential is realised

Nursing leadership will play a key role across the organisation from the point of care delivery to the Trust Board.

Direct care nurses and clinical leaders will be able to influence and challenge to the very highest level within the organisation

Nurse leaders access and use the intelligence supplied by direct care nurses and clinical leaders to inform change and practice development, including work environments

“Nurses will be enabled to deliver direct care and interventions which will improve service users’ experience and outcomes.”





Structural Empowerment

Structural Empowerment —

> Vision

Nurses will contribute to standards and policy development

All nurses will be aware of their personal levels of accountability and responsibility within their sphere of care and practice

Nurses will work with professional nursing organisations locally, nationally and internationally

Nurses will be committed to their own professional and educational development

Nurses will promote a positive image of mental health nursing within the Trust and beyond

> Outcomes

All direct care nurses will be involved in policy and service development. Systems will be in place within each directorate to ensure that direct care nurses are involved at all stages of strategic development



Nurses will adhere to the Nursing and Midwifery Council Code, and maintain ongoing professional awareness through engagement with professional bodies such as the Royal College of Nursing

Nurses will be able to assess their levels of competence in relation to their areas of practice, and will identify opportunities to build on existing skills and knowledge through personal development programmes

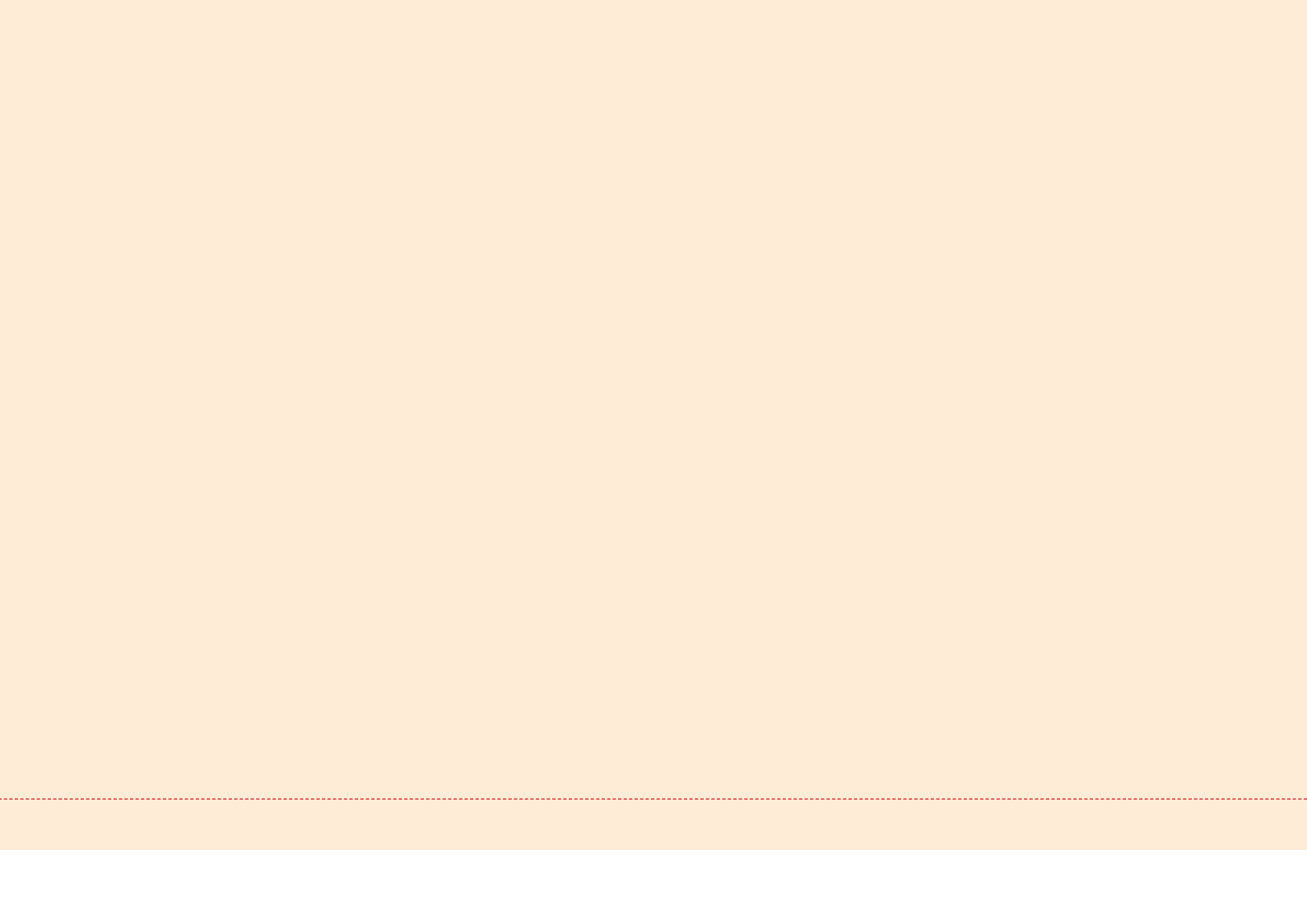
Requirements and opportunities for professional development will be made explicit, and access to opportunities will be monitored

Seventy per cent of Team Leaders/Ward Managers will have a nursing/mental health degree by 2014

The Trust will continue to develop its support to aspiring nurses prior to, during and immediately following nurse training programmes, including engaging in outreach to the local population

Teams will display loyalty to each other, service users and the wider multidisciplinary team and promote a positive image of mental health care and nursing

“Nurses will care for service users in a professional, competent and safe manner.”





Exemplary Professional Practice

Exemplary Professional Practice —

> Vision

Nurses will work in partnership with service users, their carers and families to provide evidence based interventions

Nurses will develop a professional practice model and a care delivery system

All forms of engagement will focus on reaching attainable goals

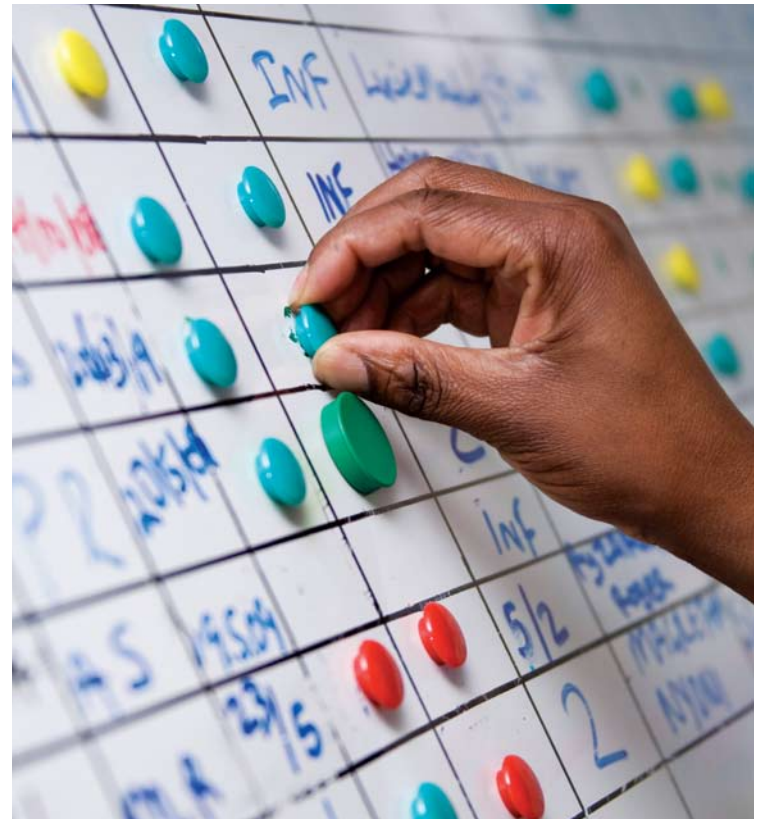
The contribution of interventions delivered by nurses will be identified within care pathways

Nurses will develop and use Quality Indicators in their everyday practice to inform care

> Outcomes

Nurses will work to ensure that service users and their families are actively engaged with primary and tertiary care services, increasing the potential for positive health and well being

All service users will have a meaningful care plan which identifies the contribution of nursing in activities that are relevant and



achievable to the service user. The role of `Expert Patient` will be clearly used within the care plan

A professional nursing practice model will be developed and used across the organisation. The model of practice used by nurses across the Trust will be based on the recovery model, and will have a clearly identified set of values. The model will be used as a framework by nurses to deliver the best possible patient outcomes

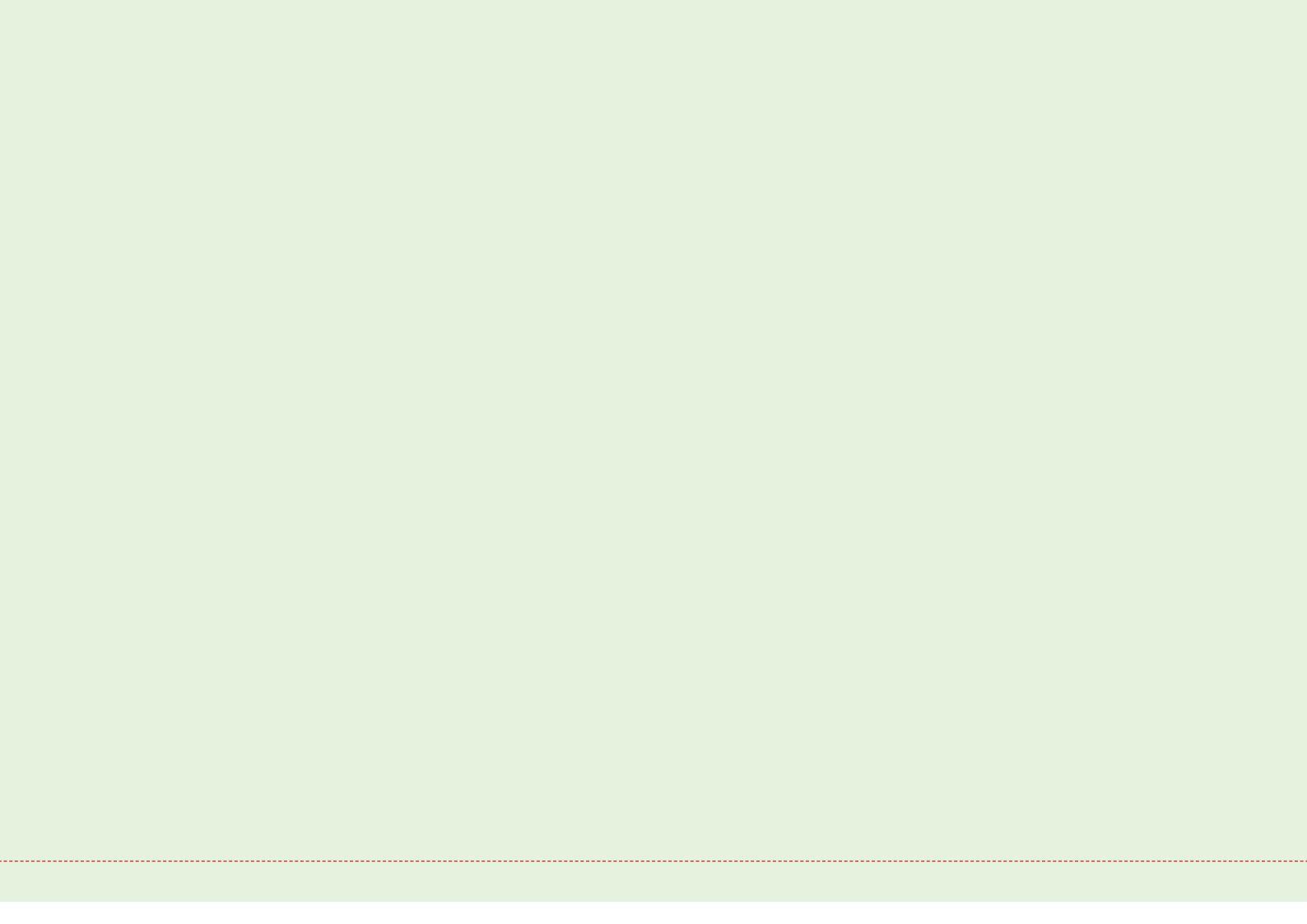
All service users will have identified care pathways clearly stating expectations at each stage. Nurses will have clearly identified roles within the pathways related to interventions, accountability and level of responsibility

Nurse sensitive quality indicators will provide robust information about the impact of nursing on outcomes for service users

The quality indicators developed will become part of everyday practice for nurses, who will use the indicators to inform the current and next stages of care and provide a basis for research in practice

Direct care nurses will spend 80% of their time undertaking direct patient care

“Nurses will know what works, and can demonstrate positive outcomes for service users”





New Knowledge, Innovations and Improvements —

> Vision

Nurses will be able to describe what they do, what outcome they are seeking, and what evidence supports their interventions

Nurses will develop research competence and capacity

Nurses will be supported to undertake clinical research through a robust system of education and supervision

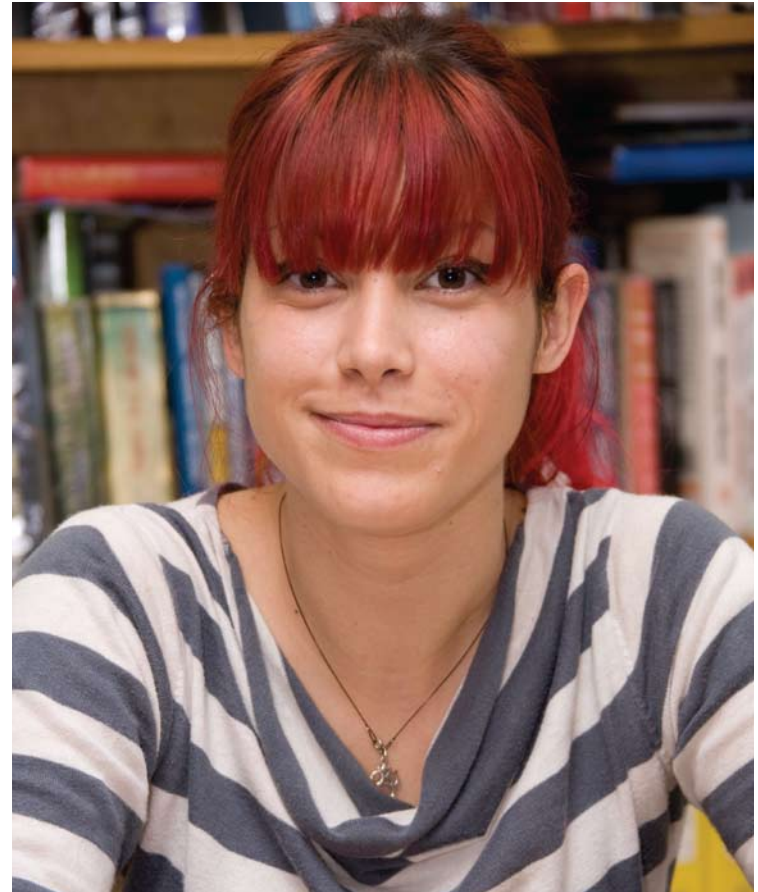
> Outcomes

Nurses will seek out the evidence base for their interventions and disseminate this amongst their peer group and others

The underpinning evidence for nursing interventions will be easily accessible by nurses in clinical practice

There will be a structure of clinical research engagement and education to develop nurses' understanding of and competence in research methodologies

Opportunities for nurses to undertake research will be enhanced and communicated. This will result in a substantial increase in



the numbers of nurses presenting at national and international conferences, and publishing research findings in quality journals

All nurses at Band 8a and above will have achieved or be working towards a Masters Level qualification by 2010

A system of supervision, mentorship and personal coaching will be available for all nurses to support them in scholarly activities and research

“Nurses work in a culture which supports innovation and creative solutions to improve care.”

