Professional Strategy

Nurses
Midwives
Health Visitors
Allied Health Professionals
Pharmacy Professionals
2017 - 2020
The trust’s Corporate Nursing Team
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Welcome to East Cheshire NHS Trust’s Professional Strategy.

This strategy is relevant to all health professionals and sets out a local framework which will ensure nurses, midwives, health visitors, allied health professionals, pharmacists and clinical scientists are fully supported to undertake roles which meet the needs of patients and are rewarding for staff.

The Professional Strategy comprises four overarching areas of focus for the next three years that will enable professionals to:

- Deliver person centered care
- Provide joined-up care
- Promote a healthy life
- Support continuous professional development

Quality is at the centre of the care we deliver as health professionals and the trust’s Quality Strategy describes the priorities for quality improvement and underpins our efforts to deliver care that is safe, effective, personal and joined-up.

Our Professional Strategy aligns to the trust’s Quality Strategy and sets out how we as professionals will ensure we work collaboratively to deliver person-centered care, while also ensuring a focus on evidence-based care, patient involvement in decision-making and continuous professional development for staff.

Professionalism is characterised by people who have an education base, work autonomously, share the same values, make evidence-based decisions, and take accountability for their actions.

Our professional codes of conduct provide a framework for us to:

- Practice effectively;
- Promote professionalism and trust;
- Advocate for people; and
- Maintain safety

East Cheshire has a rapidly ageing population and patients have increasingly complex health and social care needs. In addition, the financial challenges facing the NHS nationally and also our local system are very real and we have committed to work in partnership to deliver new models of care that make best of our available resources to deliver high quality, clinically-sustainable services.

As professionals we need the knowledge, skills and experience required to work collaboratively and flexibly to meet the care needs of our local population. This will include service change, more innovative ways of maintaining health and wellbeing, working across organisational and professional boundaries and new roles and responsibilities for some individuals and teams.

Supporting staff with their continued professional development, effective skill mix and safe staffing rosters is essential to ensure staff feel valued and supported.

Thank you for your continued efforts and commitment to deliver the best possible care for our patients.

Kath Senior
Director of Nursing, Performance & Quality
2. Introduction

East Cheshire NHS Trust provides hospital and community healthcare within eastern Cheshire, with some services being delivered across a wider footprint in Cheshire West and Chester. The trust provides services from hospital sites in Macclesfield, Congleton and Knutsford and from a number of community settings in the locality including GP premises and patients’ own homes.

The trust is the largest employer in the local healthcare economy and employs over 2,500 staff. A significant proportion of these are registered professionals, nurses, midwives, health visitors, allied health professionals and pharmacists.

In December 2012 the Compassion in Practice strategy was published, aimed at building a culture of compassionate care. The vision is based around the 6Cs - care, compassion, courage, communication, competence and commitment and has been widely accepted as the markers that define quality care. These principles remain integral to our local strategy and we will continue to ensure all practice is underpinned by a culture of caring and compassion.

In addition the Leading Change Adding Value framework was published by the Chief Nursing Officer for England in 2016. This sets out the shared ambitions and commitments that focus on what is important to patients and connects each of the professions across both health and social care. It also promotes new ways of working that are patient-focused to provide seamless care across the boundaries that have previously separated health and social care.

Our local population is ageing at a faster rate than almost anywhere else in England. People are living longer with more complex conditions and care needs are changing. As an organisation we are committed to help people stay healthy and independent by providing support and services at the right time in the right place. Prevention and early intervention helps people maintain control of their lives, promotes wellbeing and decreases dependency on care services.

We will provide care in a way that maintains dignity and respect and enables people to return to independence in their daily lives. Patients should only stay in hospital for the required time for their health condition. Joined-up care will be provided out of hospital where possible, building on the work already underway in community and practice settings.

We are proud to reaffirm our professional values, review our strengths and identify opportunities for improvement across all professional groups to meet the needs of our local population.
### 3. Leading Change Adding Value Framework

<table>
<thead>
<tr>
<th>Commitment</th>
<th>Health and wellbeing</th>
<th>Care and quality</th>
<th>Funding and efficiency</th>
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<tbody>
<tr>
<td>1. We will promote a culture where improving the population’s health is a core component of the practice of all nursing, midwifery and care staff</td>
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<td>2. We will increase the visibility of nursing and midwifery leadership and input in prevention</td>
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<td>3. We will work with individuals, families and communities to equip them to make informed choices and manage their own health</td>
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<td>4. We will be centred on individuals experiencing high value care</td>
<td>✓</td>
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<tr>
<td>5. We will work in partnership with individuals, their families, carers and others important to them</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>6. We will actively respond to what matters most to our staff and colleagues</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>7. We will lead and drive research to evidence the impact of what we do</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>8. We will have the right education, training and development to enhance our skills, knowledge and understanding</td>
<td>✓</td>
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<tr>
<td>9. We will have the right staff in the right places and at the right time</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>10. We will champion the use of technology and informatics to improve practice, address unwarranted variations and enhance outcomes</td>
<td>✓</td>
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“This framework encourages us all to reach further both individually and collectively. To do this we need to focus on what is important and connect with each other so we achieve more for patients and people and also for our professions.”

Professor Jane Cummings, Chief Nursing Officer England.

The Professional Strategy sets out a framework of expected professional standards which will underpin the delivery of the Quality Strategy.

The framework includes ambitions and priorities for the next three years, developed in conjunction with our clinical teams. These align with the professional codes of conduct and trust policies that support the upholding of expected values and behaviours. The delivery of this strategy will evidence improvements in patient care, clinical outcomes and patient experience.

**Our pledge to patients**

*Care is our core business*

“We will care for you with compassion, ensuring we communicate effectively, have the necessary competence to understand your health and social care needs and the courage to speak up for you. We will demonstrate our commitment by working together, combining our knowledge, skill and expertise to maximize opportunities for innovation, health promotion and excellence”

Our pledge was developed in discussion with East Cheshire NHS Trust frontline staff.
The values that are at the core of all we do are:
5. Our values

Treat each other with respect and dignity

• We value the views of our staff, patients and partners in the delivery of our services.
• We care about the consequences of our decisions, large and small, on those around us. We depend on the relationships we have and respect each other and those we work with.

Commit to quality of care

• We are committed to improving quality, safety and the patient experience.
• We value the feedback from our patients by listening to their experience and responding in order to continuously improve the care we provide.

Show compassion

• We are committed to providing safe quality care in a compassionate and dignified way.
• By listening to staff and patients we are reminded that for a large proportion of our patients, when they are in our care it is particularly stressful time.
• We expect staff to show compassion as part of their daily work.

Improve Lives

• We are committed to delivering quality outcomes, and have a thirst to learn and improve.
• If something isn't right, we correct it. By doing so we will improve the lives of our patients by preventing ill health, treating illness and alleviating pain.

Work together for patients

• We promote team work across the Organisation, both within and across Directorates and services, wherever care is being delivered.
• Whatever the strength of the individual, we will accomplish more together.
• By working in different ways and united by common values, we are making sure we deliver the right care first time, every time.

Everyone Counts

• We value our customers, patients, carers and their families and treat them equally by ensuring staff have the right training to do so.
• We treat others as valued individuals and will contribute to a climate of fairness and equality.

Leadership

• Our managers lead by example through their behaviours and professional approach to work, inspiring colleagues and their teams to reach their full potential.

For further information go to: http://nww.eastcheshire.nhs.uk/valuesandbehaviours/default.aspx
### Objective 1: Harm-free care

<table>
<thead>
<tr>
<th>What it means for patients:</th>
<th>What it means for professionals:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• We will work to deliver safe care and reduce the risk of harm to our patients.</td>
<td>• We will deliver safe, harm-free care based on evidence-based pathways and embedding clinical standards in our day-to-day practice</td>
</tr>
<tr>
<td>• We will centre our care around the individual and not the task or procedure being undertaken</td>
<td>• We will commit to patient safety as a core professional responsibility</td>
</tr>
<tr>
<td>• We will deliver care in a kind, compassionate and respectful way using competent and skilled staff</td>
<td>• We will share learning and best practice through reflection and use of root cause analysis in order to learn and improve clinical care</td>
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<tr>
<td>• We will maintain the areas of good patient experience and deliver year-on-year improvements where required</td>
<td>• A duty of candor will be embedded into our culture to support openness and transparency across our trust</td>
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<tr>
<td>• We will listen to what our patients are saying, be responsive and work to meet their expectations</td>
<td>• Staffing levels will be monitored and reviewed in line with professional judgement and acuity dependency tools</td>
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<tr>
<td>• We will learn from incidents, complaints and patients’ stories</td>
<td>• We will deliver person-centred and compassionate care in line with the values of the 6Cs</td>
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<tr>
<td>• We will empower our patients and promote shared decision making</td>
<td>• We will take the time to ensure that patients and families are directly involved in decisions about their care so they feel confident in it</td>
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<tr>
<td>• We will work to preserve safety of our patients to be open and honest about all aspects of care including when mistakes or harm have taken place</td>
<td>• We will take real time action to ensure the number of communication-related complaints will continue to reduce by listening and responding to patient and staff concerns</td>
</tr>
<tr>
<td>• We will ensure our staff are professionally revalidated which will promote good practice and strengthen public confidence</td>
<td>• Professional standards will be maintained in line with regulatory bodies</td>
</tr>
<tr>
<td>• We will uphold the trust dress code and wear uniforms with pride so patients recognise and have confidence in our professional standards</td>
<td>• All documentation will be completed in line with trust policy to ensure comprehensive and accurate record-keeping</td>
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</table>
### Objective 2: Integrated Care

#### What it means for patients:

- We will continually strive to deliver "joined-up" care by exploring and developing more effective models of care with our partners and the community.

- We will continue to develop our services in partnership with others, which will enable them to meet the needs of our local population.

- We will break down organisational barriers between services both within ECT and externally with partner services.

- We will ensure patients are given the right care, in the right place, at the right time and by the most suitable skilled person.

- We will commit to develop systems for sharing information across primary, community and secondary care so that staff have access to relevant information which will enable timely decisions about care.

#### What it means for professionals:

- Holistic person-centred care will be at the forefront of joined-up developments, driven by frontline staff and delivered by frontline staff.

- All staff will have opportunities to express their views and ideas regarding the quality of care delivery and changes which would improve quality.

- All healthcare professionals will be supported to "reach out" and develop strong relationships within communities and within local services.

- A greater level of appreciation and understanding of the roles of others will be developed in order to deliver more streamlined care.

- Our staff will have information easily available in order to signpost patients and carers to local services.

- We will facilitate staff working together in shared accommodation wherever possible to support closer working relationships.
<table>
<thead>
<tr>
<th>What it means for patients:</th>
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</tr>
</thead>
<tbody>
<tr>
<td>• We will support healthy lives and deliver public health advice and ensure that every patient contact counts</td>
<td>• Every contact is considered as an opportunity for improving health, and will ensure patients receive appropriate advice on lifestyle choices</td>
</tr>
<tr>
<td>• We will support patients in their own self-care and listen and ask the right question to find out about underlying health/social needs or concerns</td>
<td>• We will undertake and participate in clinical audit to support the continual improvement of quality outcomes,</td>
</tr>
<tr>
<td>• Our staff will have the capability and skills to ensure that every interaction with patients is an opportunity for health improvement</td>
<td>• All healthcare professionals will be appropriately trained in safeguarding. Safeguarding practices will be exemplary to ensure the safety of our patients</td>
</tr>
<tr>
<td>• We will continue to work with our commissioners and local GPs to develop and agree a range of quality outcomes for the range of services we provide</td>
<td>• Every opportunity provided will promote and maintain independence in all care settings</td>
</tr>
<tr>
<td>• We will identify with our primary and social care partners, the patients and families who with greater support, could improve their quality of life and reduce demands on services</td>
<td>• We will provide opportunities to support staff in accessing the health and wellbeing agenda</td>
</tr>
<tr>
<td>• We will ensure safeguarding responsibilities and human rights that protect adults and children health are enforced enabling them to live free from harm, abuse and neglect</td>
<td>• All staff will have access to relevant training to enable them to deliver health promotion/prevention opportunities in line with national strategies</td>
</tr>
<tr>
<td>• We will tackle areas of poor health outcomes with integrated and joint working with key partners</td>
<td></td>
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<tr>
<td>• We will lead by example and continue to help our staff keep to a healthy lifestyle</td>
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### Objective 4: Listening and Responding

<table>
<thead>
<tr>
<th>What it means for patients:</th>
<th>What it means for professionals:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Patients are cared for respectfully and with compassion by kind and helpful staff, who will make the time to listen and talk where it is needed and make every effort to understand the needs and perspectives of others</td>
<td>• You are encouraged to improve the quality of our service to patients, by listening to patients’ concerns</td>
</tr>
<tr>
<td>• We will listen and respond to any concerns and complaints within the agreed timescales ensuring lessons are learnt and shared across the organisation and take action to make the relevant changes</td>
<td>• Staff, at all levels, will have the knowledge, skills and confidence to listen to concerns and manage complaints.</td>
</tr>
<tr>
<td>• We will use patient stories as part of learning and being open</td>
<td>• We will provide staff with appropriate training and support to use their skills to resolve concerns at the earliest opportunity</td>
</tr>
<tr>
<td>• Our staff will have support systems in place, including regular appraisals, mentorship, coaching, preceptorship and supervision to ensure staff have the right knowledge and skills to care for patients</td>
<td>• We will ensure that there are effective arrangements for staff training and development to empowered frontline staff and build expertise and confidence in this area</td>
</tr>
<tr>
<td>• We will embed a culture of life-long learning by making the education and training of staff a priority in order to ensure current best practice and to deliver safe evidence based care</td>
<td>• We will work to attract new staff to health and care roles. We will seek to widen access and develop new roles. We will provide flexible routes into education at pre-degree and post-registration levels, and develop post registration education standards transferable across terms and sectors</td>
</tr>
<tr>
<td>• We will encourage feedback and use incidents/complaints/compliments to reflect, learn and make changes to improve care for our patients</td>
<td>• We will encourage involvement and contribution of ideas and promote an open culture where staff can voice concerns without fear - ‘Freedom to speak, freedom to improve’</td>
</tr>
</tbody>
</table>

*All our healthcare professionals will act as mentors, teachers, coaches and role models; ensuring that this becomes a predominant and consistent style of care, help and support*  

*All our healthcare professionals will provide real time and constructive feedback to team members, encourage all staff to be open and transparent and to have the courage to challenge suboptimal practice*
Our strategy is designed to focus on patients with the recognition that team work underpins everything we do.

As nurses, midwives, health visitors, AHPs and pharmacy professionals we pledge to work together as a team to deliver excellent patient care. We have a genuine desire to make a real difference in enabling improved standards, providing a supportive environment and working in partnership which is fundamental to the success of the delivery of this professional strategy.

We will monitor our achievements and progress against the four key objectives within the trust’s Quality Strategy on an annual basis.