



**Our Nursing Strategy  
– 2020 and beyond**

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**Our mission statement:**

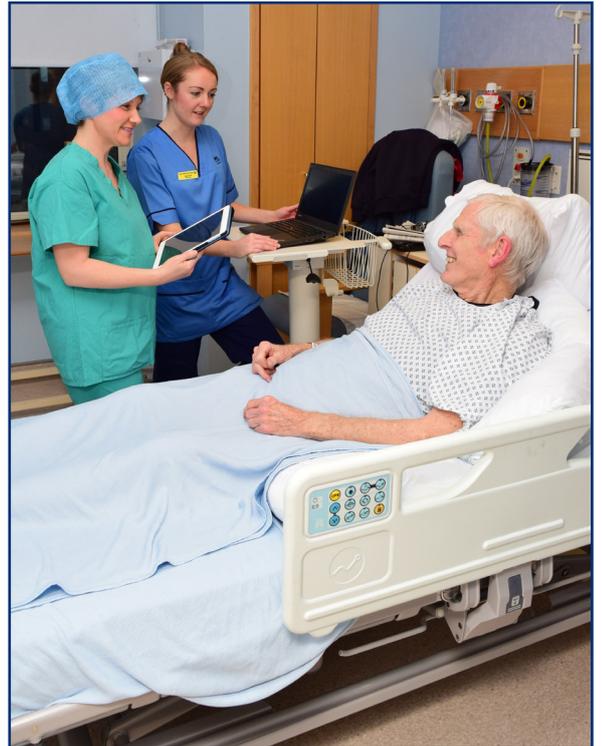
**“Delivering competent, compassionate nursing care”**

**C**ompassionate

**A**ccountable

**R**esponsive

**E**xceptional



## Introduction

Welcome to the Nursing Strategy for the Department of Nursing at the Golden Jubilee National Hospital. This document sets out our plans for continued delivery of high quality and person centred nursing care in a time of change, expansion and opportunity.

To develop our plans going forward, we consulted with many of our nursing staff from all parts of the hospital to ask them what were their priorities and what makes them proud to be part of our wider nursing family.

Key themes emerged from our conversations with the teams and these are fundamental in shaping our plans for patient care for the future.

We have external drivers for the nursing department in addition to our internal and local drivers. We include these in our plans for the future (this includes Excellence in Care, Health and Care Staffing (Scotland) Act (2019), Realistic Medicine and the Nursing Vision – 2030).

2020 marks the World Health Organisation International Year of the Nurse and Midwife and this is a fitting way for us to launch our own Strategy and our unique contribution to patient care.



A handwritten signature in black ink that reads "Anne Marie Cavanagh".

Anne Marie Cavanagh  
Executive Nurse and AHP Director  
May 2020

## Nursing department participation



## We asked our staff:

Why is nursing important to you at the Golden Jubilee?

What makes your job good?

What key things should we be taking forward (priorities)?

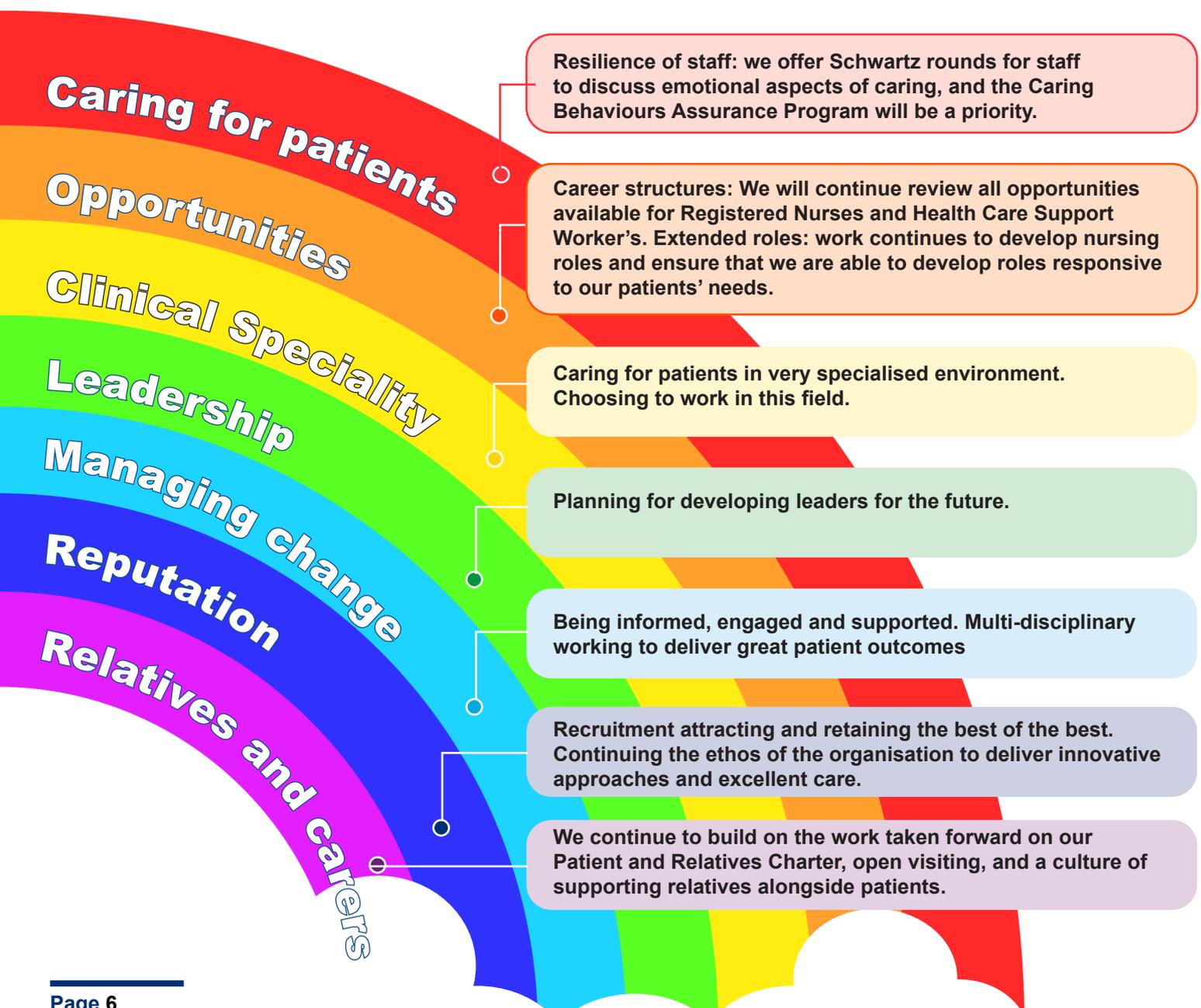
# Our strategy at a glance

## Teams and team working

As the Hospital continues to grow we will ensure that nursing has a strong voice in order to contribute to the decisions made within the board at all levels. Organisational structures have been reviewed and reinforced recently and our nursing structure has been developed to ensure close multi-disciplinary working relationships for all aspects of care delivery. We continue to ensure that nurses have professional links to other nurses at all levels within the structures. We will continue to work with professional groups across NHS Golden Jubilee ensuring effective multidisciplinary team working. This supports accessibility of professional support/ escalation and visibility of nurse leaders within the hospital.



**Clinical education and development is a key part of a skilled and competent workforce. Our Clinical Education Strategy (2019) sets out our plans for the future within the four pillars of practice framework.**





## Teams and team working

Team dynamics and team working are important to our staff. We will ensure that there are many opportunities to celebrate the unique contribution that our nursing staff make to nursing care and to support proactive team working.

We have trained many of our nurses to gain knowledge of team working and team dynamics. We will ensure that there are suitable opportunities for this to continue. We will continue to work with professional groups across NHS Golden Jubilee ensuring effective multidisciplinary team working.

## Practice Councils

This is a concept adopted in nursing teams which originated in the United States and has been successfully implemented within teams in NHS England. These Practice Councils allow staff to participate in decision making within their clinical area, and have shared governance and influence decision making related to the care that is given. These have been found to help to further enhance job satisfaction, retention and improving communication.

### Action 1.1

We plan to support teams to develop their Practice Councils in the near future and monitor the successes and outcomes of these.

We plan to continue to support teams and team working through:

- Delivery of ongoing Caring Behaviours Assurance Program
- Leading the Schwartz Rounds™
- Planned celebrations of International Nurses Day
- Health Care Support Workers biennial conferences
- Regular Senior Charge Nurses workshops, training and peer support

# Caring for patients



Caring for patients is at the heart of clinical nursing care, and our staff tell us that they gain the most job satisfaction when they feel that they do this well to achieve the best patient care outcomes. Many things contribute to our goal of excellent patient care.

## 1. Workload and workforce planning

We plan to continue to ensure that we have the right staff with the right skills in the right place to achieve excellent nursing care. The Nursing Department Workforce Planning Group oversee this area of work and ensure that we monitor skill mix, nursing staff demographics, turnover, implementation of Roster Policy and planning for implementation of electronic roster (in line with wider NHS Scotland plans).

We have responsibilities to implement the Health and Care Staffing (Scotland) Act (2019) and are working with multi-disciplinary colleagues in order to achieve this. This includes reviewing our escalation procedures, monitoring use of supplementary staffing and implementation of staff education around workload and workforce planning. We will work closely with Allied Healthcare Professionals and Medicine to report on workforce planning activity to the Board as per the expectations of the legislation.

### Action 2.1

**We will continue to apply the Common Staffing Method and increase the opportunities for scrutiny of this data and knowledge around this data to ensure safe and effective patient care and staffing.**

## 2. Nursing and Midwifery Code of Conduct

The NMC code of conduct underpins nurses' values and attributes to be person centred in the care of patients. Our registrants are expected to exercise professional judgement and are accountable for their practice.



### Action 2.2

**We ensure compliance with nursing revalidation.**

**We are working closely with our pharmacy team to ensure safe, effective person centred use of medicines.**

## 3. Embedding new technologies and digitalisation

We are working closely with the e-Health team to help to implement new technologies including the development of Electronic Patient Records (EPR) and other clinical systems to enhance release of nursing time to care. The new EPR will help with nursing documentation and recording of care interventions.

### Action 2.3

**We will continue to support our staff to embrace the opportunities offered by advancing medical technologies.**

**We will contribute to the development and implementation of new hospital electronic prescribing and medicines administration system.**

## Opportunities



With the hospital expansions on the horizon we are continually looking at new and innovative ways of working. We are learning from other centres of excellence and examining how we can implement new ways of working that will suit our patients and staff. We continue to monitor our nursing skill mix and the opportunities for role development at every level in the nursing family.

We have an on-going commitment to the development of roles both new and existing including the development of robust programmes for all nurses and the significant learning opportunities available within the hospital.

### 1. Advanced Practice

There have been many nursing opportunities developed in Advanced Practice. This ensures that we are aware of the emerging advanced practice roles and opportunities and associated governance of this.

#### **Action 3.1**

**We will keep closely aligned to the national groups taking this work forward locally.**

### 2. Health Care Support Workers

There has been extensive work undertaken to develop Associate Practitioner roles in Theatres Department and this has delivered many successes in this environment. There are some Associate Practitioner roles being created now in other parts of the hospital. This work will continue to evolve.

#### **Action 3.2**

**Plans are in place to implement a structure for supporting Health Care Support Workers attain Scottish Vocational Training awards at levels 2 and 3 through our Scottish Qualifications Authority Centre.**

### 3. Clinical Competencies

There is ongoing review of staff competency attainment and our plans for ongoing review of clinical competencies is detailed in the Clinical Education Strategy. This helps to ensure that the expansion of nursing roles is carefully planned, implemented and monitored to ensure that we are able to deliver patient care.

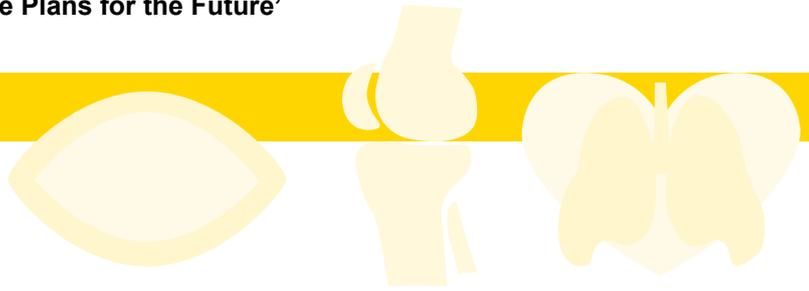
### 4. Nursing Research

We have strong relationships with Higher Education Institutions and support from our nursing colleagues to promote a nursing research culture. We encourage nurses to maximise their potential through ongoing study at Masters level and potentially at Doctoral level programmes.

#### **Action 3.3**

**We continue to participate in an international research collaborative and have an international profile in the field of Caring Science. We will seek to develop opportunities for practice based research, e.g. around service delivery with our pharmacy colleagues.**

# Clinical specialities



## 1. Recruitment

Our staff choose to work in their specialised clinical environments (e.g. cardiac and thoracic surgery, cardiology specialities) and we need to ensure that we are able to continue to recruit staff to be part of our organisation especially as we continue to grow.

Colleagues in Human Resources are key to our success in helping ensure we have the processes in place to attract and recruit the highest calibre staff with the right skills, knowledge, attitude and behaviours aligned to our board values.



### Action 4.1

**We will ensure that we are able to continue to recruit staff to be part of our organisation, and work closely with Human Resources team to help ongoing recruitment.**

**We have a comprehensive nurse induction program and access to individualised support for new members of our team supported by clear objectives, and processes around preceptorship of new members of the team. This can help our new members of staff integrate with teams as quickly as possible.**

## 2. Resilience of staff

Our staff deal with highly complex situations on a regular basis as part of their everyday work. This may include making changes to the debriefing opportunities available, and as we expand ensuring that there is access to support for staff from Spiritual Care and Occupational Health teams as required.

### Action 4.2

**We plan to continue to offer Schwartz Rounds™ and scope all other opportunities that we could use to support staff with the emotional aspects of their jobs.**

**We will ensure nurses are engaged with the organisations Health and Wellbeing Strategy at all levels.**

# Leadership



We will enable and encourage nurse leadership by further enhancing the role of Senior Charge Nurses, Team Leaders and Clinical Nurse Managers and ensure that there are many additional opportunities for these colleagues to develop and acquire new skills.

Visible senior clinical leadership is important too and we ensure that there is access to senior nurses at all times. The additional new Head of Nursing roles will further enhance this approach.

## Action 5.1

**We will provide the opportunity for regular Senior Charge Nurses workshops, training and peer support.**

**We continue to offer specific Leadership for Nurses sessions within the hospital and also encourage staff to take up the opportunities from other courses that may be available to them to develop and embed leadership skills at every level.**

Within the organisation structures we ensure that there is senior nurse representation at all clinical and corporate groups and committees to ensure the voice of nursing is heard.

### 1. Excellence in Care

Excellence in Care is a national work stream led by the Chief Nursing Officer for Scotland, this is helping to empower Senior Charge Nurses and their teams to have responsibility for and overall awareness of the quality of care delivered in their wards, but also looking at other measures of care including recruitment, retention and workforce information.



## Action 5.2

**We will support our Senior Charge Nurses in the implementation of Excellence in Care and the impact that this can have in their wards and departments.**



## Managing change



We acknowledge that the Board is embarking on a period of transition and expansion to continue to deliver the best possible care for our patient population. This will involve engaging with staff and supporting them through periods of transition.

### Action 6.1

**We will ensure that nursing teams will be informed and consulted on proposed changes to services where possible.**

**We will support nurses to contribute and participate in the wider organisational change programmes encompassing multi-professional working at all levels.**



## Reputation

We continue to recruit many pre-registration student nurses into our workforce on graduation, and we plan to build on this as follows:



### Action 7.1

**We explore the opportunities to engage with students in their final year, attend recruitment fairs and events and work closely with our Recruitment teams to look for innovative ways of attracting highly skilled nurses.**

**We plan to continue to celebrate the nursing profession at every possible opportunity through several means: good news stories about patient care, participation at national conferences and events to showcase the work our nurses do (including research), participate in teaching opportunities at Higher Education Institutes.**

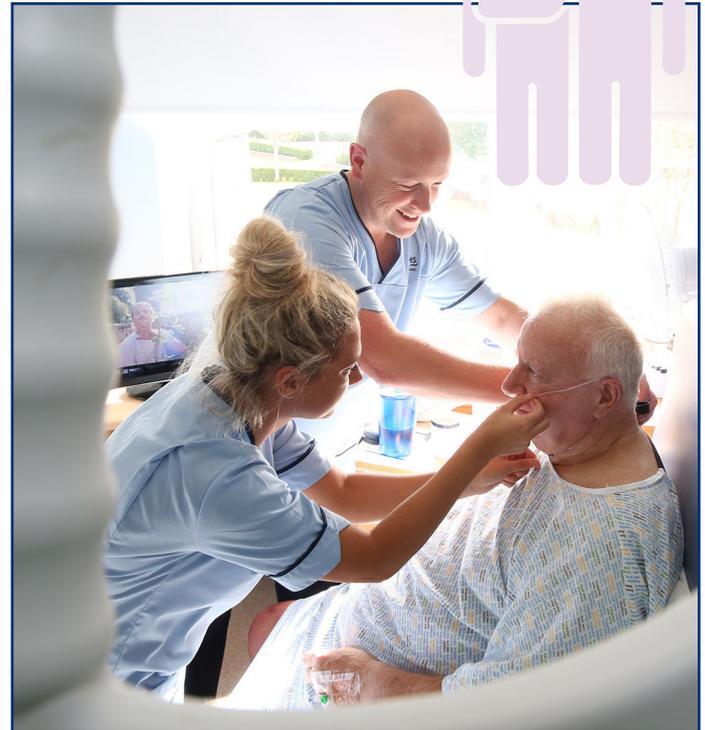


## Relatives and carers

We will continue to build on the work that we have already developed (Visitors Charter and person centred visiting) in supporting relatives and carers of patients so that they feel included in discussions and care planning, and have the opportunity to participate as much as possible in the care and recovery of their family member.

### Action 8.1

We will review any feedback received from relatives and carers to learn from this.



## Nursing Vision 2030

The Chief Nursing Officer published this document in 2017 setting out the priorities for the nursing profession in Scotland through to 2030. It is about preparing a nursing workforce ready and able to meet people’s needs as we move towards 2030. The themes within this document are personalising care, supporting nurses and preparing nurses for future needs and roles. The senior nurse leaders within our organisation are ensuring that these priorities are integrated into our strategic plans.



## Appendix 1

# Our Visitor Charter

The Golden Jubilee National Hospital welcomes all our visitors and acknowledges the valuable contribution made to our patients care and recovery. The following Charter explains how we can work together to provide safe care for our patients.

We do not have specific visiting hours as our intention is to enable you to visit when you wish. We appreciate the chance to work with our visitors and have local information to assist you. This information is available on the website and each Ward can give you a paper copy.

## Commitment from us

### We will create a healing restful environment

- Patient’s visitors are always welcome and play an important role in healing and recovery, however some times of the day tend to be busier than others. There is often a lot of activity in the mornings and often certain procedures and investigations will be pre-planned for specific times. Please speak to a ward nurse for advice.
- We will ensure that there are times in the day when we leave people to rest and relax with their visitors.
- We will keep noise to a minimum.
- We want to make sure that our patients eat and drink well.



### We will keep your loved one safe

- We will comply with infection control procedures, ensuring that facilities for hand hygiene are easily accessible.
- We will make you aware of times when it would be helpful for staff not to be disturbed, for example during medicine administration or during Ward Rounds when staff are planning care.
- We want to provide a warm, welcoming and clean environment.



### We will keep you informed

- We will always try to make sure that a member of staff is available to speak with you.
- In order to protect privacy, we only give out general information over the phone and not specific medical details.
- We will only share sensitive information with the patient’s consent.
- We will always listen carefully to you in order to understand the things that are really important to you.



### We will work with our visitors

- We will be polite and courteous at all times, we will be respectful and maintain dignity for all.



## Expectations from you

### Creating a restful environment

- In order to respect the needs of our patients, we ask you to have no more than two visitors at the bedside at any given time. Children must always be supervised.
- We recognise that there are times when more than two people might need to be in attendance. We are more than happy to discuss this, please just speak to a member of staff.
- Please keep noise to a minimum and respect other patients and visitors need for privacy.
- It’s important to make sure you look after yourself and get plenty of rest.
- If you visit at mealtimes, please feel free to take part or assist your relative or friend to eat their meal.

### You can help us to keep your loved one safe

- Please wash your hands or use alcohol gel on entering and leaving all wards and departments
- Please speak to a nurse before entering a room that has an isolation sign.
- Please do not touch the patient’s wounds or any medical equipment, such as drips or catheters, as this can cause infections.
- Please use the chairs provided. Please do not sit on the patient’s bed, or use the patients toilet, as this can cause infections.

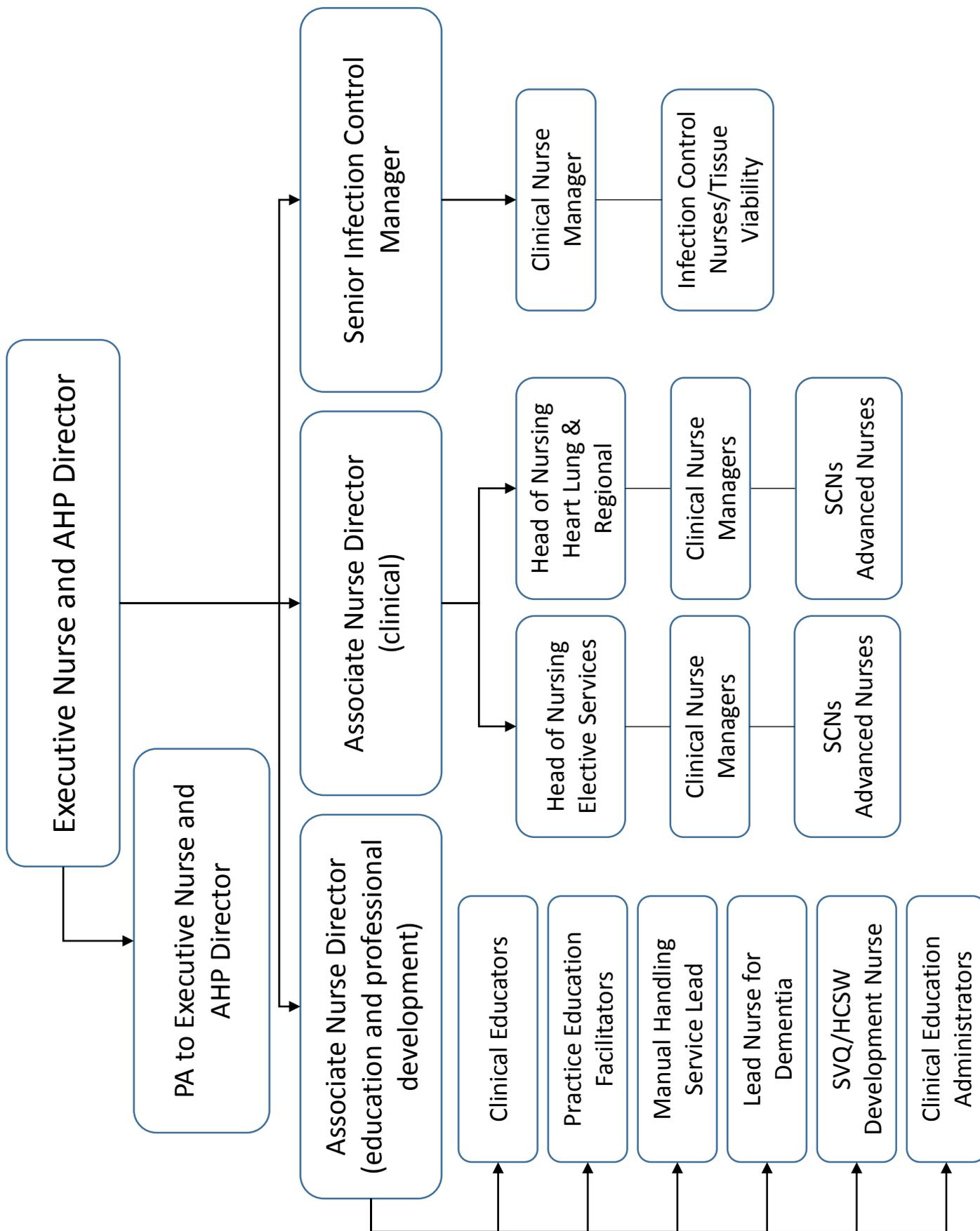
### Help us keep you informed

- It is very helpful if you can arrange for one person to be the contact between the ward staff, family and friends. This means staff can spend more time with patients. If this was to cause any difficulties, please just let us know.
- If ward rounds are taking place in communal areas, you may be asked to step outside for a short time to help maintain the patient’s confidentiality.

### Our visitors will work with us

- Visitors will be polite, respectful and courteous to staff, patients and other visitors at all times.

Appendix 2



# 'Our Care Plans for the Future'



**NHS**  
Golden Jubilee

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