

Nursing & Midwifery Services | NNSW LHD

Strategic Priorities 2018-2023



Our Patients, Our Practice – Excellent Care Every Day



Health
Northern NSW
Local Health District



OurNAMS

Nursing & Midwifery Services | NNSW LHD



Our Patients, Our Practice – Excellent Care Every Day



It is with great pleasure that I am able to present the Northern NSW Local Health District Nursing and Midwifery Service Strategic Priorities 2018-2023.

This living document outlines our key priorities and articulates our commitment to the delivery of excellence in Nursing and Midwifery Practice over the next 5 years.

Our key strategic priority areas are:

Our People

Our Clinical Practice

Our Information Technology

Our Research

and these emphasise the primary areas of focus which will enable us to achieve our vision;

“Our Patients, Our Practice – Excellent Care Every Day.”

Every day in Northern NSW our Nurses and Midwives make a difference in somebody's life. Your collaborative advanced practice and broad set of professional skills set you apart from everyday nursing and midwifery and assure that you are unique, tremendously valued and highly sought after.

As regional, rural and remote Nurses and Midwives you are all helping to build strong healthy communities not only in the towns in which you live and work, but also in the professional health communities in which you belong.

I, along with my team look forward to working alongside you to achieve our goals and ensure our patients, their families and the communities which we serve experience first class nursing and midwifery care that is delivered in a compassionate, supportive and collaborative environment.

Katharine Duffy

Director | Nursing & Midwifery Services | NNSW LHD.



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Our People

A workforce that is courageous, reliable, accountable, innovative and compassionate.



Our Patients, Our Practice – Excellent Care Every Day

Goal

Strategies

Build a Nursing and Midwifery culture that supports development and increased leadership capacity and capabilities at every level.

- Create a leadership development framework that identifies and embeds desired leadership skills and attributes for all nursing and midwifery roles across the service.
- Continue to build the capacity for all nursing and midwifery leaders to utilise coaching skills.
- Incorporate structured support into identified NNSW Nursing and Midwifery formal training programs to enable an increase in knowledge translation and on-the-job learning experiences.
- Actively identify opportunities to develop leaders, present and future.
- Provide for and actively encourage continuous learning among nursing and midwifery staff at every level of the organisation.

Plan, support and sustain a future Nursing & Midwifery workforce that is agile and responsive to needs of our health service, our patients, their families and the local communities.

- Ensure all line managers understand their responsibilities, are appropriately prepared and are accountable for developing future leaders.
- Attract and retain outstanding talent by assisting nurses and midwives to advance in their careers.
- Develop a comprehensive Nursing and Midwifery Workforce Plan which clearly articulates priority workforce areas.
- Develop and implement a standardised preceptorship program for use across all services and facilities.
- Ensure all Transition To Practice (TTP) orientation programs are standardised, current and reflect the needs of the TTP cohorts, the Nursing and Midwifery Service and our health service.
- Support the implementation and use of the state wide performance capability framework across the service.

A service with a strong culture of enquiry and practice development.

- Identify as a service, our strengths and positive attributes and utilise these to build increased capacity and capability among all nursing and midwifery staff.
- Develop and implement a service wide exit interview framework that utilises a positive enquiry approach.
- Create new and strengthen current methods of identifying and celebrating individual and team successes.
- Develop and implement a service wide practice development framework.



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Strategies

Staffs' physical, spiritual, mental and emotional needs are identified and supported.

- Undertake a regular nursing and midwifery staff engagement survey across the service.
- Develop, implement and evaluate a staff well-being framework for use across the service.
- Identify innovative ways to support the mental health and wellbeing of nurses and midwives across the service.
- Facilitate, develop and or support controls, intervention and strategies that will prevent or decrease Work Place Violence and Aggression (WPV&A) in the workplace.
- Develop shared governance models that allow and encourage nursing and midwifery staff to participate in decision making.

All Nursing and Midwifery staff demonstrate accountability for their practice.

- Review and update the current nursing and midwifery performance management toolkit and support its use across the district.
- Work with Directors of Nursing and Midwifery and Nurse Managers to develop standardised expectations for all classifications of nursing and midwifery staff.
- Provide transparent, accessible, current and accurate clinical and workforce data to support knowledge generation and improved staff satisfaction and patient outcomes.
- Identify, develop and implement mechanisms that enable nurses and midwives to increase their knowledge of accountability within their own practice.

Nursing and Midwifery staff exhibit organisational citizenship behaviour.

- Increase N/MUM and Nurse Manager's knowledge of Organisational Citizenship behaviour (OCB) what it is, how to develop it and how to recognise it amongst their staff.
- Create mechanisms to formally recognise/acknowledge and reward Organisational Citizenship Behaviour across the Service.



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Our Clinical Practice

Outstanding patient centred-care is delivered every day with every patient.



Our Patients, Our Practice – Excellent Care Every Day

Goal

Strategies

Patients and family are meaningfully involved in treatment planning and care.

- Involve patients and their families in decision making and ensure nursing / midwifery care planning is individualised and reflects the values and preferences of the patient and or their family.
- Improve our patients' experience of care by identifying and addressing their physical and emotional comfort.

Improve patient outcomes and experience of care.

- Contextualise the Nursing and Midwifery Excellence programme to Northern NSW LHD and implement it across the service.
- Enable nurses and midwives to spend as much time as possible with their patients.
- Identify and articulate the NNSW Nursing and Midwifery standards - scope/boundaries of practice, required attitudes, skills and competencies

All nursing and midwifery Staff within NNSW LHD are appropriately skilled are able to utilise critical thinking, reflection and knowledge translation to inform the care they provide.

- Facilitate the development of reflective and critical thinking skills in our nursing and midwifery staff to enable them to reflect, synthesise, think critically and act.
- Create more opportunities for staff to regularly reflect on their practice.
- Identify and test new models of clinical nursing and midwifery education, specifically rotational programs to enhance clinical capacity and capabilities, to support succession planning and to increase clinical skills.

Nursing and midwifery care is evidence based, regularly evaluated and generated data is utilised to inform practice change.

- Innovate and or contribute to models of care that support practice which is contemporary, person centred, evidence based and effective.
- Identify, understand and measure the outcomes of Nursing and Midwifery clinical practice.
- Ensure all nursing and midwifery education and training developed across the district is current, evidence based and evaluated regularly.
- Teach and support Nursing and Midwifery Unit Managers to collect, analyse, present and utilise data to generate knowledge and inform practice.
- Standardise clinical policies and procedures. Ensure they are current, evidenced based and easily translated into practice.
- Establish and sustain best practice in Nursing and Midwifery documentation (electronic and paper based).

Innovation is valued, celebrated and shared.

- Recognise, celebrate and share successful patient outcomes, experiences of care, clinical excellence, innovation and staff achievements.

Build collaborative, professional partnerships to support excellence in patient - centred care.

- Encourage, lead and participate in multidisciplinary models of care to improve patient outcomes of care.



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Our Information Technology

We Shape information technology systems that support patient outcomes, clinical practice and research.



Our Patients, Our Practice – Excellent Care Every Day

Goal

Strategies

Our service provides informed strategic Information Technology (IT) leadership and is well positioned to contribute to the district IT strategic priorities, ensuring informed decisions about IT systems that support and enhance nursing and midwifery care and patient outcomes.

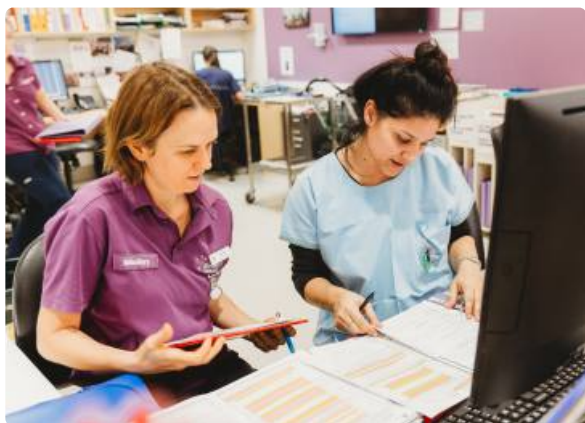
- Develop a strategic IT vision for the nursing and midwifery service.
- Establish and support the ongoing development of Nursing and Midwifery Informatics Positions.
- Ensure nursing and midwifery services are represented at local/state/national forums to inform decision-making, practice change and improvements.

We use information systems to create, support, enhance & evaluate Nursing & Midwifery practice and patient outcomes.

- Utilise available IT platforms to extract data that will enable the Nursing and Midwifery service to inform clinical practice, improve patient outcomes and patient experiences of care.
- Influence and support the development of IT systems that are safe and positively impact on nursing and midwifery practice and patient care.

Our staff have enhanced capability to adopt, adapt and use Information Technology in their practice.

- Embed the Australian Informatics Standards for nursing and midwifery into our workplace requirements.
- Support our nurses and midwives to be competent users of electronic information.
- Create professional development opportunities for the Nursing and Midwifery workforce in e-Health and IT.
- Provide clinician led, accessible IT training, development and support.



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Our Research

A culture where research evidence supports and drives patient care and practice.



Our Patients, Our Practice – Excellent Care Every Day

Goal

Our service has a sustainable research network that supports and continually improves nurses' and midwives' engagement with research that informs patient care and contributes to new knowledge.

Strategies

- Advance research capability and promote research engagement across the service.
- Improve research capacity and research outputs across the service.
- Build collaborative and strategic partnerships with research networks, organisations and institutions that are both internal and external to the service and district.
- Improve the standard and quality of patient care through the translation of knowledge gained from nursing and midwifery research and practice development.
- Continue to lead the development and translation of nursing and midwifery leadership and development research across the service.



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2017 - 18

Our Leadership Coaching Program:



Offered more than **300** hours of coaching to Leaders across the district.



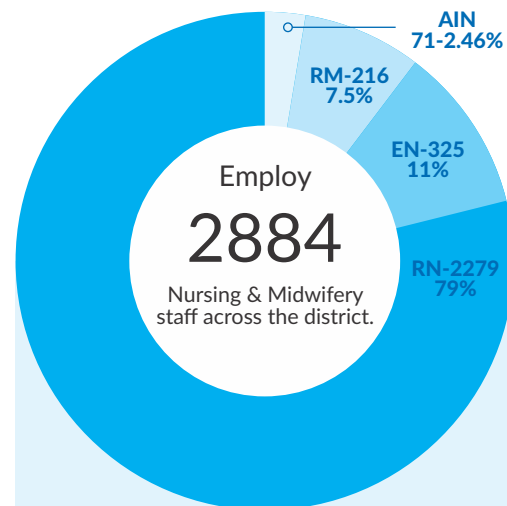
Had **30** leaders attend the intensive 4-month Essential Coach-Approach Program (ECAP).



Provided advanced coaching to sustain & strengthen our Virtual Coaching Unit.



Is pioneering evidenced-based coaching training with our nursing and midwifery leaders.



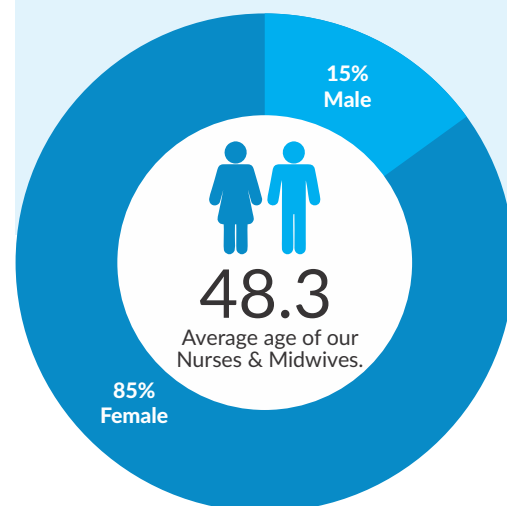
CASUAL
438-15%

FULL TIME
817-28%

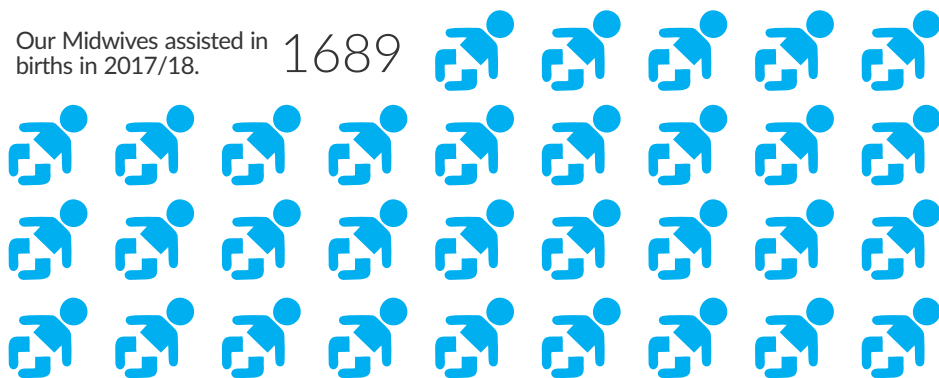
PART TIME
1629-56%

TOTAL
2884

1.7% of our Nursing & Midwifery staff identify as Aboriginal and/or Torres Strait Islander.



Our Midwives assisted in births in 2017/18. **1689**



Our Midwives made **8272** midwifery in the home visits in 2017/18.

440

patients are seen on average each week by our Nurses & Midwives in the community.

69



Transitional To Practice
Nurses/Midwives welcomed
and supported in 2017.



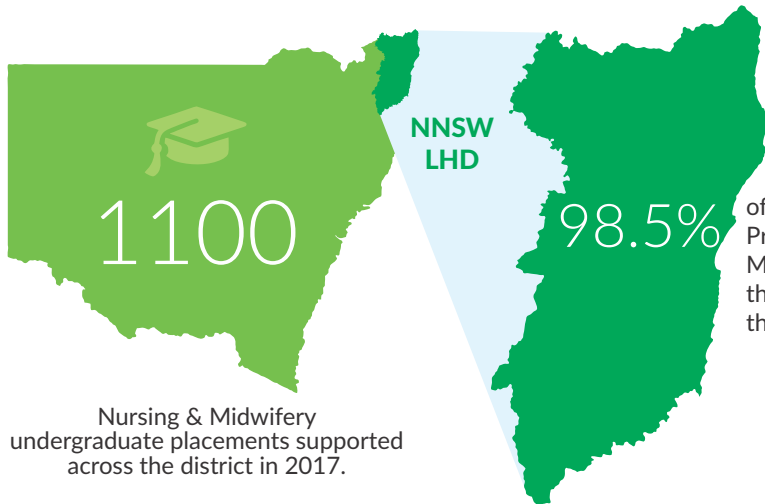
Provide 10 Enrolled Nurse
Scholarships every year.

Supported 4 School Based (AIN)
trainee-ships over the last 12 months.

Supported 5 Aboriginal Cadets
over the last 12 months.

Our People

*A workforce that is courageous,
reliable, accountable,
innovative and compassionate.*



Our Clinical Practice

*Outstanding patient
centred-care is delivered
every day with every patient.*

OVER
37



Units within the district
currently involved in
improving patient
care and workplace
culture.



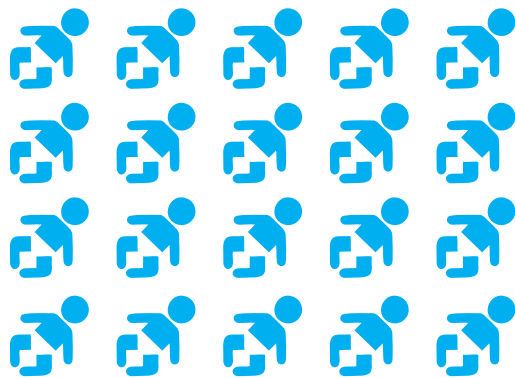
267

FLEC trained nurses.

Establishment of a
con-joint nursing academic.

Our Information Technology

*We Shape information
technology systems that
support patient outcomes,
clinical practice and research.*



15 New Nursing & Midwifery
research projects undertaken.

1 Masters by Research
completed.

1 PhD completed.

4 Nurses and midwives accepted
to the Rural Research Capacity
Building Program (A record
number for a single cohort).

Our Research

*A culture where research
evidence supports and drives
patient care and practice.*

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Nursing & Midwifery Services | Northern NSW Local Health District
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