



Nursing and Midwifery Strategy 2022/25

PROUD. AMBITIOUS. COURAGEOUS.



A Message from Nicky Burns-Muir

Chief Nurse and
Director of Patient Care



I am delighted to present our Nursing and Midwifery Strategy 2022-2025 which sets out our strategic ambitions for the coming years.

This is an exciting time to be part of the MKUH team. This strategy has been co-produced across the organisation with midwifery and nursing teams. We are inspiring and developing the workforce and profession for the future.

It is vital that the nursing and midwifery workforce offers enough flexibility and innovation to meet future changes in models of care delivery. We will do this through leadership, education and professionalism and develop competent, confident, critical thinking and innovative nurses and midwives.



Whatever your role within the MKUH nursing and midwifery family this strategy is for you and we must hold ourselves to account for the implementation of the strategy.

We have much to be proud of here at MKUH in the care nursing and midwifery teams deliver.

We must take this opportunity to make this strategy a reality that is embedded in everything we do.

I am immensely proud to be your Chief Nurse and I will be your greatest advocate and ensure the voice of nursing and midwifery is heard at all levels of the organisation.

N Burns-Muir

Introduction

We believe that a pre-requisite to the provision of excellent care is having a nursing and midwifery workforce that feels invested in, listened to and valued.

Our nurses, midwives, nursing associates, health and maternity support workers are **proud, ambitious and courageous**.

They have come together and co-created this strategy in order to describe and communicate their vision for the direction of nursing and midwifery workforce over the next 3 years.

The strategy is framed by a series of five ambitions. Each ambition is jointly led by a senior nurse and senior midwife. The commitments attached to each ambition have been developed, defined and prioritised by our nursing and midwifery teams.

This strategy will support our teams to be the best they can be.

Our strategic ambitions for Nursing and Midwifery

2021 - 2023



**Leadership
for all**



**Professionalism,
inclusivity and
civility**



**Models of
delivering care**



**Lifelong
Learning**



**Technology,
innovation and
research**

Ambition 1

Leadership for all



Every member of our nursing and midwifery teams will be supported to recognise the art of their possible and to reach their full potential. Our leaders will be visible role models who nurture future talent.

Our teams said:

- “ We would like to have yearly career development conversation beyond appraisal.
 - “ We would like to shadow senior members of the nursing and midwifery teams as ‘insight days’.
 - “ We would like a reverse mentorship programme with senior leaders.
 - “ We will look for daily events that we can reflect upon and learn from.
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Our Commitment to the Teams

Accessibility and visibility of leaders

- ✓ Our nursing and midwifery leaders will share their own career stories.
- ✓ We will offer reverse mentorship for senior leadership teams.
- ✓ We will facilitate shadowing of our most senior leaders and encourage shadowing as ‘insights’ into the roles of leaders.

Belonging to a supportive team

- ✓ We will encourage creative thinking and new ideas.
- ✓ We will create environments where peer review is encouraged.

Nurturing future talent

- ✓ We will support all staff to feel valued and fulfilled in their roles.
 - ✓ We will encourage horizontal career movement and movement between teams through secondments and shadowing.
 - ✓ We will structure career development conversations outside of appraisals to review staff members progress with their goals.
 - ✓ We will develop an ‘expanding horizons programme’ that will enable staff to apply for secondment opportunities in other areas and departments.
 - ✓ We will develop a retire and return programme for experienced nurses and midwives who wish to change their work life balance.
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Ambition 2

Professionalism, Inclusivity and Civility



Every member of our nursing and midwifery teams will be inclusive and see the worth in all. We will treat our colleagues, our patients and families with professionalism and civility. We are proud of ourselves and each other.

Our teams said:

- “ We shall be respectful and accountable to each other as professionals and establish professional forums offering a safe environment for professional challenge.
 - “ We recognise that we represent our teams, our hospital as well as our professions when communicating with others.
 - “ Our team meetings/debriefs will be inclusive, respectful environments allowing everyone to contribute.
 - “ We will always treat our patients with kindness and civility, introduce ourselves and take time to understand their individuality.
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Our Commitment to the Teams

Inclusivity in our teams

- ✓ We will ensure that everyone has a voice and can contribute to decisions and discussions about nursing and midwifery. All voices matter.
- ✓ Our team members come from around the world – we will celebrate this and appreciate and embrace our cultural differences.
- ✓ We will provide opportunities for fellowships that promote inclusivity.
- ✓ We strive to ask for and listen to feedback from patients and families and support teams to learn from their lived experiences.

Civility

- ✓ We will treat everyone with dignity and respect, encouraging a ‘confidence to speak up’ culture and cultivating environments that welcome kindness. We do not tolerate incivility.
- ✓ We will challenge practice or behaviours that we feel are not aligned with the Trust values or our professional codes of conduct.
- ✓ We encourage and share positive feedback so others can learn from and recognise the contributions of the teams.

Professionalism

- ✓ All teams will demonstrate their understanding and adherence to their professional code
 - ✓ We will develop/adopt a code of conduct with and for our health care and maternity support workers.
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Ambition 3

Models of delivering care



Our nurses, midwives and nursing associates will harness their professional voice, understand their contribution and optimise their influence. Together, with our Healthcare Support Workers, we will deliver expert care, embracing new roles and ways of working.

Holistic, person-centred care is our always event.

Our teams said:

- “ We want to build upon the positive impact of working differently and learning new skills during the pandemic
 - “ We will meet with other teams across the hospital to share best practice and learn from each other
 - “ We want to be involved in the development of new services and pathways within the trust and within the Integrated care system
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Our Commitment to the Teams

Delivering care together

- ✓ We will support teams to understand and new nursing and midwifery roles and plan together how we can embrace new models of delivering expert care. We are interdependent not separate.
- ✓ We will continue to support staff who were redeployed during Covid to maintain and develop their new clinical skills and relationships.
- ✓ We will encourage teams to explore new models of delivering care locally and nationally.

Finding our professional voice

- ✓ We will provide staff with the necessary influencing skills to harness their professional voice and influence change.
- ✓ We will foster free thinking and empower all staff to ask questions and constructively challenge.
- ✓ We will support the introduction of the professional advocacy in nursing programme and expansion of the professional midwifery advocacy programme.

Growing New Roles

- ✓ We will develop the role of the maternity support worker aligned to the new national competency framework.
 - ✓ We will support our nursing associates as they are embedded within our clinical teams to fully explore the capabilities of their roles.
 - ✓ We will formalise our advancing practice programme to support the development of new roles within and across services.
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Ambition 4

Lifelong Learning



Our hospital will provide a transformative learning environment, encouraging a professionally curious nursing and midwifery workforce who seek new opportunities to learn and support others to develop.

Our teams said:

- “ We will encourage all team members to expand their knowledge and experience
- “ We want to have a learning profile for each ward and department
- “ We create foster learning environments that encourage professional curiosity and questioning

Our Commitment to the Teams

A transformative learning environment

- ✓ We will develop a learning profile for each ward and department and provide training and education relevant to the learning environment.
- ✓ Every ward and department will have an annual training needs analysis and implementation plan.

Ways of learning

- ✓ We will develop scenario-based learning for pan-professional teams.
- ✓ We will provide speciality based training and learning opportunities that suit varied learning styles – peer to peer learning, bite size learning, professional learning sets.
- ✓ We will provide opportunities to spend time with specialist teams, other departments and senior leaders from across and beyond the Trust to increase collaboration, enhance knowledge.
- ✓ We will share journal articles and new evidence through journal clubs, team meetings and Nursing and midwifery led grand rounds.

Career pathways and planning progression

- ✓ All staff will be supported to develop a personal learning and career plan.
- ✓ We will expand the breadth of opportunities available to health care and maternity support workers.
- ✓ We will support nurses, midwives and nursing associates to apply for Florence Nightingale Fellowships.

Ambition 5 Technology, innovation & research



We will deliver expert care that is evidence- based, embracing new technology and digital solutions. Our nursing and midwifery teams will actively engage in research and share their knowledge within and beyond the organisation.

Our teams said:

- “ We will continue to use virtual platforms to connect patients with their families.
- “ We will embrace new systems and include digital systems to enhance patient and family care and experience.
- “ We will ensure changes to our practice are evidence-based.

Our Commitment to the Teams

New technology

- ✓ We will use technology to share knowledge and expertise about our individual patients.
- ✓ We will use Apps to develop understanding of new evidence base for conditions.
- ✓ We will explore digital platforms to improve efficiency.

Evidence based practice

- ✓ We will talk about the importance of evidence-based care and the importance of keeping up to date.
- ✓ We will offer support and encourage staff to write for publication.
- ✓ We will create a nursing and midwifery led symposium to share best practice..

Research and clinical audit

- ✓ We will encourage all to undertake research and share the output of research through Trust forums and through publicaitons
- ✓ We will increase knowledge of the research available and support teams feel that research is accessible to all.

How will we know we have achieved our ambitions?

We have committed to our nursing and midwifery workforce that the ambitions described and defined in this strategy will guide our workstreams over the next 3 years.

We will be driving this forward through the working groups attached to each ambition and their progress will be shared, discussed and reviewed at our Nursing, Midwifery and Therapies Advisory Group.

The ambitions interlay with other Trust strategies and will feed into and from these workstreams:

- The Equality, Diversity and Inclusion strategy
- The Education and Workforce strategies
- The Research and Development strategy
- Quality, Learning and Improvement strategy



The development of this strategy

This strategy was co-produced through a series of engagement activities with our nursing and midwifery workforce.



32 wards and departments shared their ambition posters.



150 ambition posters created a live feedback wall over six weeks in the staff restaurant.



15 e-feedback packs were received from individuals



12 focus groups involving 80 nurses, midwives, nursing associates, health and maternity support workers and students were held to gain further feedback on the thematic analysis and create our commitment standards.



additional workshops with our Trust executive group, Trust chair and non-executive directors and our nursing and midwifery students gained important feedback.



Standards
 Innovation
 Evidence Midwives
 Opportunity
 Care MCA's
 Talent
 Pride
 Kindness
 HCA's Compassion
 Learning
 Progression
 Courage
 Nursing Associates
 Nurses
 Professionalism
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 Creativity
 Culture





**Milton Keynes
University Hospital**
NHS Foundation Trust

Standing Way,
Eaglestone,
Milton Keynes,
MK6 5LD.

01908 660033

www.mkuh.nhs.uk

