RAISING THE PROFILE

The Public Health Wales Nursing and Midwifery Strategy
working towards a healthier, happier and fairer wales

May 2014-2017
Acknowledgements

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I am delighted to present the first Public Health Wales Nursing and Midwifery Strategy. This provides a new opportunity to raise the profile of nurses and midwives working within Public Health Wales, also to our professional counterparts within Wales, the UK and internationally. This builds on recognition of the good work already undertaken by nurses and midwives working in Public Health Wales. Within the three domains of Public Health many roles are highly specialised contributing to a range of services and programmes which aim to improve population health outcomes by leading, mobilising and delivering. Others provide enabling functions which support a range of professionals and stakeholders in various aspects of quality, safety and health care service improvements.

I am proud of the work we do and the contributions made both directly and indirectly to the lives of individuals, families, communities and the population of Wales. We are keen to continue to work in collaboration with a wide range of professionals and the public in meeting the aims of the Public Health Wales Strategy to have a healthier, happier and fairer Wales.

It is essential to acknowledge the lessons from the Mid Staffordshire enquiry and to recognise that our Nursing Midwifery Council Code is our framework for safe professional practice, and is equally applicable to all aspects of nursing and midwifery practice irrespective of the context.

Therefore, it is important that nurses and midwives are able to experience the support of their professional colleagues, that there are clear lines of professional accountability from individual practice and service/programme areas through to the Board. Registered nurses and midwives working in a national Public Health organisation can be at risk of becoming isolated due to the smaller numbers of nursing and midwifery colleagues around them.

Bringing people together with shared professional values, standards, skills and knowledge is important to maintain our focus on doing the right things in the right way with an emphasis on dignity and compassion in our work with the public and colleagues. The aim of this strategy is to provide an environment that gives nurses a stronger voice, increased opportunities for them to lead at all levels and nurture professional development which will realise benefits both for practitioners and the public we serve.

I am pleased that the Public Health Wales Board has welcomed the opportunity to appoint a Director of Nursing to the Executive team, thereby strengthening the Board in having a professional voice and ambassador for nursing and midwifery contribution working towards the strategic aims of Public Health Wales. Nurses and midwives represent the largest professional group in the National Health Service and have a significant amount of contact with the public as patients and users of services. The opportunities to influence change are therefore significant and as yet not fully realised, increasing the contribution that nurses and midwives can make to improving population health and wellbeing is one of our aims and is identified within the Public Health Wales three year integrated plan. The Public Health Wales nursing and midwifery workforce can identify opportunities to influence this agenda through formal and informal professional networks.

We know that we have significant challenges ahead economically, tackling health inequalities and improving population health outcomes. With this challenge also comes shared responsibility between professionals and the public to work together to make Wales a place that is healthy, happy and fair. I have no doubt in my mind that by continuing to adapt to new ways of working, in partnership with the public and colleagues, the nursing and midwifery workforce can make a significant contribution in transforming from where we are today to where we aspire to be.

I look forward to seeing this strategy being realised and celebrating with colleagues the positive difference that it makes.

Rhiannon Beaumont-Wood
Director of Nursing, Public Health Wales
This is the first time that nurses and midwives working in Public Health Wales have come together to co-create a vision and a roadmap to invest in their professional future, with the aim of contributing significantly to the ambitions of Public Health Wales. This strategy has been developed by nurses and midwives for nurses and midwives, informed by an initial engagement event and a subsequent working group of self-selected professionals. Supporting documents have been used to inform this strategy including the Welsh Government document Designed to Realise our Potential (2008) and Delivering Safe Care, Compassionate Care (2013).

A key element of bringing professionals together was being able to have a shared understanding of what it means to be a registered nurse or midwife working in Public Health Wales. This is very important to ensure we offer safe, evidence-based practice, a person-centred approach, work efficiently and understand how to deliver against time and cost pressures.

It is also important that this strategy gives rise to strengthened leadership and development opportunities for nurses and midwives working in diverse roles across the Public Health System.

We want to attract the best of nursing whilst continuing to develop and enhance expert knowledge, expertise, and skills, providing an environment for students who will experience inspiring and interesting placements. Public Health Wales nurses and midwives will use their expertise to positively influence and nurture the nurses and midwives of tomorrow with an emphasis on health and wellbeing.

The NHS workforce profile is changing and nurses and midwives of the future need to become more flexible and develop the confidence to stretch and grow into new roles.

This strategy identifies ten overarching themes as needing to further evolve and strengthen. Each theme denotes a section of this strategy with a vision statement specific to each theme, followed by specific aims and a high-level response as to how this will be achieved.

Definitions have been provided throughout this strategy with the aim of gaining a shared understanding and interpretation of what meaning is intended within each section.

Creating actual and virtual environments which inspires and motivates us as professionals is seen as a necessary ingredient to harness a forward momentum in improving our contributions to public health and the aims of Public Health Wales. Therefore a number of inspiring or motivational quotes have also been weaved through this document.

We also thought it was important for staff to be visible in this document therefore a number of colleagues have agreed to be featured in this strategy with comments that help us to understand why this strategy is important to them.

The scope of this strategy is intended for all nursing and midwifery staff employed in Public Health Wales who are required to maintain their registration for their role. It will also support and provide a focus for Health Care Support Workers where roles closely align to nursing. It is anticipated that Public Health Consultants and Public Health Practitioners, who are dual registered wishing to retain their Nursing Midwifery Council registration, will be able to access support and gain from the intended benefits of this Strategy if desired.

A more detailed implementation plan will be developed, in order that the milestones to realise the aims of this strategy can be monitored and reported back to nurses and midwives working in the organisation and to the Board.

“if you want to go fast, go alone. If you want to go far, go together.”
African proverb quoted by Al Gore.
Background and Roles

Definition of Public Health Nurse Role: While most nurses care for one patient at a time, public health nurses care for entire populations. By working with whole communities, public health nurses are able to educate people about health issues, improve community health and safety and increase access to care. Nurses and midwives play a pivotal role in contributing to improve and protect health and promote well being by drawing upon their knowledge and skills and offering a first class quality service to the general population.

http://explorehealthcareers.org/en/Career/149/Public_Health_Nurse

Public Health Wales was established in October 2009, many nurses and midwives coming together from various health organisations including the former National Public Health Service and Velindre NHS Trust.

Nurses and midwives working in Public Health Wales broadly work in the three domains of Public Health:

- **Health Protection**
  - Health Protection Nurses work as part of an all Wales service based in premises strategically located around Wales. They play a key role in the delivery of the health protection agenda and contribute to implementation of policies, procedures and guidelines and provide an acute response to notification of communicable disease and chemical incidents. The role is diverse and constantly evolving in line with service and public need. Functions and responsibilities include:
    - Communicable disease management and control and the provision of advice and support to members of the public, other health professionals and agencies on communicable disease issues
    - Provision of advice and support for infection control in healthcare premises, residential homes and community nursing facilities
    - Specialist advice and support on a number of topics such as Immunisation and Vaccination programmes, Blood Borne Viruses and Tuberculosis.
    - Contributing to the response for the management of chemical, radiation, poisons and environmental hazards.

"We may not be physically working together every day, but we have common goals, and the nursing strategy helps me see the nurses in Public Health Wales as a team, of which I am a member, rather than a group of individuals who just happen to work for the same organisation."

Nicola Meredith

Current service and programme areas where nurses and midwives are working in Public Health Wales are:-
Blood Borne Virus Prison Nurse Specialist
- Implementing and supporting blood borne virus services across the Welsh prisons. These include clinical testing services, vaccination programmes, in-reach treatment services and educational health promotion for prisoners and staff.
- Monitoring prevalence of hepatitis B and C within the prisons and uptake of hepatitis B vaccinations.
- Supporting communicable disease management and control across the prisons.
- Providing educational programmes and support on the above to prison staff.
- Conducting and supporting research to develop prison healthcare services.

Screening
Nurses and midwives work within the range of screening programmes and have varied roles. This can involve giving direct clinical care in addition to providing co-ordination, leadership and management for the programmes.

Screening Division manages national screening programmes for the Welsh population including:
- Breast Test Wales
- Cervical Screening Wales
- Antenatal Screening Wales
- Newborn Hearing Screening Wales
- Bowel Screening Wales
- Abdominal Aortic Aneurysm Screening Wales
- Newborn Bloodspot Screening Wales

Safeguarding Children Services
Nurses working alongside medical colleagues in the Safeguarding Children Service, provide strategic focus and demonstrate professional leadership to the NHS in Wales in order to promote welfare and safeguard children, including those looked after by local authorities. They are a source of professional expertise to the Welsh Government and provide professional advice, guidance and support to Health Boards and NHS Trusts. They are members of the statutory Safeguarding Children Boards and contribute to Child Practice Reviews (CPRs) and education programmes. Working as a team they synthesise the learning from reviews and along with other data and knowledge from research, use this to support training and further improve safeguarding practice in health services.

“A challenge every day.”
“We welcome the nursing strategy as this will be the foundation of development of nursing within Public Health Wales.”

Health Protection Team (Swansea)
1000 lives Improvement Service

There are a number of nurses and midwives working within the 1000 Lives Improvement Service who come from a range of clinical backgrounds. These include District Nursing, Health Visiting, Midwifery, Intensive Care, Theatre and Acute Care. They are able to bring the perspective of their knowledge and experience from these backgrounds in to the work and focus of the 1000 lives Improvement Service. All are passionate about considering change and improvements from a patient/public perspective and recognise the valuable contribution that patients/carers and the wider public can make to improvement.

National Breastfeeding Programme for Wales

A midwife leads the co-ordinating role for the National Breastfeeding Programme for Wales, providing system leadership, advice and support to professional colleagues such as Health Visitors, Midwives and Public Health Specialists. The aim of the Programme is to increase breastfeeding rates throughout Wales in order to improve the physical and emotional health of mothers and babies.

Welsh Healthcare Associated Infection Programme

The Welsh Healthcare Associated Infection Programme (WHAIP) is one part of the Health Protection services offered by Public Health Wales NHS Trust. Nurses work in WHAIP as part of a multidisciplinary team who work in the area of healthcare associated infection (HCAI) and infection prevention and control.

The team itself provides a range of expertise and skills which advises on HCAIs and related prevention and control strategies. Expert scientific advice is available for the development of surveillance programmes and epidemiological and infection control support is available for the investigation of outbreaks or unexpected increases in diseases in NHS trusts/Health Boards in Wales.

WHAIP provides a framework for NHS Trusts/Health Boards in Wales to ensure that the methods and protocols used for the collection of HCAI surveillance data are consistent on a national level.

WHAIP also collates surveillance data provided by the NHS trusts/Health Boards and compiles national surveillance reports on HCAI rates in Wales.

From these reports, trends and any areas of concern are highlighted to local infection control teams so that appropriate action can be taken if necessary.

Vaccine Preventable Disease Programme

The nurses in VPDP have a wide range of professional experience, including primary care, school nursing, paediatric, secondary care, health visiting and midwifery. These nurses have an important role promoting immunisation in Wales, helping support service providers reduce inequalities and morbidity and mortality associated with vaccine preventable diseases.

The VPDP nurses are key contributors, and often lead, on the development of public health interventions to achieve these objectives. They support and drive the development of guidance and also identify examples of good practice, and share initiatives, with the aim of best protecting population health with education, facilitation and the development of resources for health care workers and the public positively influencing immunisation uptake.

Corporate Nursing

Corporate nurses consist of the Director of Nursing, the Named Professional for Safeguarding and the lead Nurse for Infection Prevention and Control. Roles include providing leadership, advice, developing strategies, guidance and providing a focus on safety and quality in a range of topics. These include professional nursing issues, service user experience, safeguarding, infection prevention and control. The Director of Nursing contributes more generally as a member of the Executive team in providing the necessary assurance to the Board in maintaining robust governance, accountability and the successful delivery of the three year integrated medium term plan, which underpins the strategic aims of Public Health Wales.

“*The strategy will help me to understand how my role and that of my colleagues fits within the service and will develop in the future.*”

Jane Dyson, Specialist Nurse Immunisation, Vaccine Preventable Disease Programme
Theme One

Nurses and midwives working towards healthier choices and lifestyles

Definition of Health: Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity. WHO (1948)

“You are as important to your health as it to you.” Terri Guillemets

Our Vision . . .

To recognise our personal challenges and the challenges for others in living healthier lifestyles, by taking responsibility for own health and aiming to become positive role models.

We aim to . . .

- Strengthen our ability to influence healthier lifestyle choices by making changes in our own lives first, seeking to find opportunities to influence and support those choices in others by making every contact count.

We will achieve this by . . .

- Sharing experiences, supporting colleagues and the public in working towards improved health and wellbeing.
- Actively accessing and promoting support for a range of healthy lifestyle choices relating to tobacco, alcohol, exercise, healthy eating, healthy weight, mental health and uptake of relevant immunisations.
- Explore specific actions that can be taken to help harness motivation and enthusiasm in self and others such as Champions for health, Corporate Health standards, local team and departmental initiatives such as dinner time walks.
- Provide opportunities for all nursing and midwifery staff in Public Health Wales to be trained in brief intervention and motivational interviewing techniques, in the context of Making Every Contact Count.

“The Public Health Wales nursing strategy is the way to take nursing forward in the organisation.”

Leony Davies, Specialist Nurse Immunisation
Vaccine Preventable Disease Programme
Dignity and respect

Definition: Organisations and services recognise and address the physical, psychological, social, cultural, linguistic, spiritual needs and preferences of individuals and that their right to dignity and respect will be protected and provided for. Welsh Government (2010)

“Dignity applies equally to those who have capacity and to those who lack it. Everyone has equal worth as human beings and must be treated as if they are able to feel, think and behave in relation to their own worth or value.” RCN (2008)

“Without dignity, identity is erased.” Laura Hillenbrand

Our Vision . . .
To ensure dignity, respect and compassion is always evident when providing services to and working with members of the public.

We aim to . . .
- Provide and promote dignified care and respect in a way that respects people equally both the public and colleagues alike.

We will achieve this by . . .
- Reviewing attitudes, behaviours, organisational culture and the physical environment where services are provided, to ensure dignity and respect is fully evident and in respect of how colleagues work with each other.
- Driving improvement plans which respond to ‘Doing well, Doing better’ Standard 10 Dignity and Respect.
- Identifying how relevant aspects of the Fundamentals of Care can be implemented within the context of services provided directly by Public Health Wales to the public. Welsh Government (2003)

“The Nursing Strategy will raise the profile of nurses and midwives in Public Health Wales and beyond.”
Nic Hathway
Theme Three

Communication

**Definition:** Communication underpins everything we do in everyday life as well as in professional practice. What we say, how we say it and what we do communicates a multiplicity of messages. These messages are given and received both consciously and unconsciously. Sully P, Dallas J (2010) Communication skills for nursing and midwifery. London. Elsevier Health Sciences

**Our Vision . . .**

Nurses and Midwives in Public Health Wales will have a strong professional voice, and use it in all communications positively influencing the wider public health agenda.

**We aim to . . .**

- Communicate effectively.
- Raise the profile of nursing in Public Health Wales, to ensure there is an appropriate, effective nursing and midwifery voice at all levels of the organisation.
- Inspire ourselves and others by utilising and adapting to new and emerging methods of communicating effectively with each other, with colleagues and with the public. By listening, talking, engaging and supporting.

**We will achieve this by . . .**

- Identifying and sharing networks and contacts with each other, to support and enable colleagues in Public Health Wales to work and communicate effectively.
- The Director of Nursing providing a voice at Board level advocating for Nursing and Midwifery and being a conduit for two-way communication.
- Establishing and maintaining a Nursing and Midwifery intranet page, which will provide relevant information and links to keep practitioners informed.
- Undertaking impact assessments on communications, to ensure we reach relevant groups in the best way. Develop Public Health Wales nursing networks, face to face and virtual to share good practice and support nurses and midwives across the organisation.

"We are stronger when we listen, and smarter when we share."  Rania Al-Abdullah (Queen consort of Jordan)
Theme Four

Co-production

Definition: Co-production is the delivering of public services in an equal and reciprocal relationships between professionals, people using the services, their families and their neighbours. Where activities are co-produced in this way, both services and neighbourhoods become far more effective agents of change. The new economics foundation/ Nesta (2009) The Challenge of co-production

Our Vision . . .
To build and nurture equal and reciprocal relationships with other professionals, service users and their families to facilitate co-creating and co-producing public health services and programmes with the aim of improving population health in Wales.

We aim to . . .

- Create an environment which encourages us to collectively develop and share knowledge, skills and expertise together with the public and those working across the Public Health systems.
- Ensure transparent and clear pathways are in place, promoting a culture of continuous learning which allows improvement, innovation and excellence to flourish.

We will achieve this by . . .

- Routinely sharing the excellent and informative work of nurses and midwives with the public and colleagues, in order that there is a better understanding of the depth and diversity of roles and the work undertaking. Increasing opportunities and commitments for more collaborative working.
- Increasing involvement, engagement, and visibility of Public Health Wales nurses in regional, national and international forums and events.
- Routinely listening to and engaging with people. Positively reviewing feedback, lessons learnt, complaints, and service user’s stories to strengthen and enhance Public Health Wales nursing roles for the future.

“Good communication helps to build good working relationships.”
Viv Breen
Theme Five

Professional Development

Definition: The lifelong process of active participation by nurses in learning activities that assist in developing and maintaining their continuing competence, enhancing their professional practice and supporting achievement of their career goals. http://nursingworld.org/ce/ceterms.cfm

Our Vision . . .
Nurses and midwives in Public Health Wales will sustain and develop skills and knowledge to forge career pathways and maintain a workforce that is highly skilled to deliver first class services.

We aim to . . .
- Optimise nurses and midwives, experience at work by providing leadership, support and development opportunities that will enhance job satisfaction.
- Develop opportunities that will attract nurses and midwives, will maintain and enhance skills, to support career pathways both within and beyond Public Health Wales.
- Ensure access to ongoing professional development and lifelong learning.
- Ensure all nurses and midwives in Public Health Wales develop and maintain competencies that assure a highly skilled workforce who sustain the highest level of practice.
- Review existing roles and support Public Health Wales to achieve its strategic goals by developing the nursing and midwifery workforce from specialist to consultant level practice.

We will achieve this by . . .
- Developing a framework that will build on nursing skills already acquired, to support professional development and career planning identified through appraisal and personal development review processes.
- Facilitating career development opportunities for newly registered and existing nurses and midwives by;
  - Offering mentorship and rotational opportunities across divisions and organisational boundaries.
  - Establishing links with pre-registration and post-registration nursing programmes.
- Scoping educational and development needs of nurses and midwives in Public Health Wales to develop learning programmes and enhance secondment and shadowing opportunities. This can include a NHS wide approach and association with other agencies and professions.
- Introducing a framework that supports the development of competency based job descriptions and evidenced based practice maintaining a first class service.

continued overleaf
“High achievement always takes place in the framework of high expectation.” Charles Kettering

We will achieve this by . . . continued

- Underpinning future nursing and midwifery practice in the organisation by utilising the Post Registration Career Framework for nurses in Wales drawing upon the Advanced Practice and Consultant Nurse Toolkits.

- Supporting and developing postgraduate nursing pathways for nurses and midwives wishing to undertake further academic study identified through the appraisal process.

“The Nursing Strategy is important to bring nurses together and give them a focus to drive Public Health Nursing forward and as Florence Nightingale said:

Unless we are making progress every year, every month, every week, take my word for it, we are going back.”

Ruth Lawler
Accountability

**Definition:** Nurses and midwives hold a position of responsibility and other people rely on them. They are professionally accountable to the NMC, as well as having a contractual accountability to their employer and are accountable in the law for their actions. NMC (2014) Regulation in Practice; http://www.nmc-uk.org/Nurses-and-midwives/Regulation-in-practice/ Accessed 10/03/2014

“Accountability breeds responsibility.” Stephen Covey

**Our Vision . . .**

A Public Health Wales nursing and midwifery workforce which is supported in upholding all requirements of regulation in practice, with clear lines of individual and organisational accountability.

**We aim to . . .**

- Provide a working environment that supports practitioners in maintaining the standards of the Nursing and Midwifery Code (NMC) in practice.
- Identify clear lines of professional nursing and midwifery accountability from individual practice to the Board of Public Health Wales.

**We will achieve this by . . .**

- Embedding standards of the NMC code and professional accountability arrangements for nurses and midwives through Job Descriptions, appraisal processes, supervision and continual professional development.
- Supporting and encouraging nurses and midwives to raise concerns where they identify poor practice and potential or actual harm.
- Ensuring all nurses and midwives work within and up to their level of competence and scope of practice. Monitored through formal organisational processes including professionally led performance reviews, appraisals, supervision, mentoring and support structures.
- Ensuring there are mechanisms in place to consider new and existing organisational policies and protocols, in terms of their impact on nursing and midwifery requirements to comply with the NMC code and standards.
- Developing professional reporting structures through service area professional nursing/midwifery leads, reporting to the Director of Nursing.
- Clarifying, within job descriptions, the lines of professional accountability through to the Director of Nursing for nurses and midwives either directly or via senior nurse lead roles.
- Raising awareness of and implementing the Code of Conduct for Health Care Support Workers in Wales. We will also establish clear lines of professional accountability for Health Care Support workers where there roles closely align to nursing.
**Theme Seven**

**Revalidation, Appraisal and Supervision**

**Definition:** Revalidation is a mechanism for nurses and midwives practicing in the UK to prove they continue to remain fit to practice. NMC (2014)

Revalidation promotes greater professionalism among nurses and midwives and also improves the quality of care that patients receive by encouraging reflection on nurses’ and midwives’ practice against the revised code. NMC (2013)

**Our Vision . . .**

A nursing and midwifery workforce that upholds and demonstrates the standards of their professional code, and are supported to provide high quality, safe, evidence based programmes and services in line with the overall quality assurance systems for Public Health Wales to deliver its strategic aims.

**We aim to . . .**

- Ensure that there are robust mechanisms in place to ensure that all nurses and midwives employed within Public Health Wales and who are required to have a live registration with the Nursing and Midwifery Council (NMC) do so.
- To implement and embed a structure to support the NMC requirements for revalidation, ensuring nurses and midwives provide safe excellent practice and services which will benefit and safeguard individuals, families and communities.
- Provide public health professionals who also hold a live NMC registration and wish to continue to do so, with access to appropriate support, information exchange and relevant continual professional development opportunities. This is in order to assist them in retaining their fitness practice, should they wish to avail themselves of this through Public Health Wales nursing and midwifery infrastructures and communications.

**We will achieve this by . . .**

- Strengthening and adding local and organisational backup systems to support current Information Technology systems and processes. This will provide additional alert systems to inform the Director of Nursing and nursing team leaders on any issues arising in relation to the maintained status of live NMC registrations.
- Implementing systems that will support any new revalidation processes dependent on outcomes from the NMC consultation process and subsequent recommendations and requirements.
- Identifying and establishing a data base of NMC registrants who are employed with Public Health Wales in non nursing and midwifery roles and wish to identify themselves in order to benefit from organisational opportunities in maintaining their NMC registration.
Revalidation, Appraisal and Supervision

**Definition:** Effective appraisals are good employment practice, leading to improved staff performance, higher staff satisfaction and better patient outcomes.

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**We aim to . . .**

- Ensure that all nurses and midwives employed within Public Health Wales are able to demonstrate to the NMC that they remain fit to practice, taking into account additional specific regulatory requirements for midwives.

**We will achieve this by . . .**

- Having annual appraisals linking individual contribution and performance to organisational/divisional/team objectives. Contributing to the overall delivery of high quality and citizen-centred services and programmes.
- Developing and utilising appraisal tools that will meet the specific needs of nursing and midwifery practice and NMC revalidation requirements.
- Ensuring that nursing and midwifery appraisals incorporate professional elements, to meet fitness to practice needs and the current and future needs of revalidation.
- Providing a structure that supports a process for gaining feedback from the public and colleagues which may also be required for revalidation purposes.
Revalidation, Appraisal and Supervision

Definition of Clinical Supervision: An activity that brings skilled supervisors and practitioners together in order to reflect upon their practice. “Supervision aims to identify solutions to problems, improve practice and increase understanding of professional issues.” UKCC (1996). There are various models or approaches to clinical supervision; one-to-one supervision, group supervision, peer group supervision. The choice of approach will depend upon a number of factors, including personal choice, access to supervision, length of experience, qualifications, availability of supervisory groups, etc.

We aim to . . .

- Have a supportive and professional environment where all nurses and midwives will participate in the formal process of clinical supervision.

We will achieve this by . . .

- Having structures and support mechanisms which enable managers and professional leaders to be knowledgeable of and can support the nursing and midwifery workforce, both in maintaining their fitness to practice and requirements for revalidation.
- Creating an environment which supports continual reflection on the application of the NMC codes and standards in the work setting. This can be evidenced during appraisals, personal development reviews and supervision.
- All nurses and midwives being fully engaged with the revalidation, appraisal and clinical supervision processes.
- Developing robust systems and frameworks to ensure that all nurses and midwives are involved in a form of clinical supervision. Midwives will be supported to comply with statutory supervision requirements.
- Developing and strengthening professional networks and communities with other nurses and midwives within and outside of Public Health Wales.

“The nursing strategy in Public Health Wales will provide a great opportunity to showcase the huge contributions made by nurses within Public Health Wales.”

Zoe Gibson
Theme Eight

Leadership

Definition: Leadership is defined as influence, that is, the art or process of influencing people so that they will strive willingly and enthusiastically toward the achievement of group goals.
Weirich and Koontz, 2005

“The task of leadership is not to put greatness into humanity, but to elicit it, for the greatness is already there.” John Buchan

Our Vision . . .
To promote effective nurse leadership throughout Public Health Wales to enable world class service and programme delivery that will influence and inspire significant improvements in population health outcomes.

We aim to . . .
- Identify clear organisational leadership priorities and expectations.
- Ensure staff have equitable access to learning and development opportunities to fully equip them with the necessary leadership skills.
- Empower nurses to challenge tradition, stereotypes and limitations.
- Identify, nurture and enhance leadership skills in all nurses.
- Embed and strengthen leadership philosophy in all nurses and midwives within Public Health Wales.

We will achieve this by . . .
- Nurses and midwives engaging and participating in the implementation of Public Health Wales leadership framework, identifying any additional gaps which need to be addressed.
- Enhancing leadership skills for those in professional leadership and managerial roles.
- Flexibility in approach and embracing new ideas and alternative ways of working.
- Assessing individual competencies and accessing leadership programmes to support nurses and midwives in taking responsibility for their own leadership development, while inspiring and motivating those around them in realising their leadership potential.
Theme Nine

Quality Improvement

**Definition:** The degree to which health services for individuals and populations increase the likelihood of desired health outcomes and are consistent with current professional knowledge. US Institute of Medicine 1990

Of which encompass six themes:
- **Safe:** avoiding harm to patients from care that is intended to help them
- **Effective:** providing services based on scientific knowledge and which produce a clear benefit
- **Person-centred:** providing care that is respectful or responsive to individuals’ need and values
- **Timely:** reducing waits and sometimes harmful delays
- **Efficient:** avoiding waste
- **Equitable:** providing care that does not vary in quality because of a persons’ characteristics

**Our Vision . . .**

As nurses and midwives play a dynamic and vital role in protecting and improving health in Wales, we will focus on safety, excellence and quality by providing best evidence based practice at all times.

**We aim to . . .**

- Provide and support services that focus on quality, safety and excellence, to improve population health outcomes.
- Continuously strive to improve and learn from service user experience.
- Inspire others to take responsibility for improving the quality of service they provide and embed into everyday working.
- Achieve quality, high standards of care and service/programme delivery, evidenced through reliable recording and measurement systems which uphold NMC record keeping requirements.
- Promote and support research development and innovation to improve services.

**We will achieve this by . . .**

- Taking responsibility for delivering safe and high quality services. Acting swiftly and decisively to make services better where immediate safety is threatened.
- Undertaking audits and actively seeking the views and experiences of service users to drive up quality, in order to deliver services that are centred on service users’ and carers’ needs.
- Leading and contributing to Improving Quality Together approach (IQT) with support from the 1000 lives plus programme.
- Developing performance frameworks with evidence based standards which can identify and measure success and highlight areas of concern.
- Putting evidence based research into practice.

“Quality is not an act. It is a habit.”
Aristotle 384BC-322BC, Greek philosopher and scientist, student of Plato and teacher of Alexander the Great
Research and Development

**Definition:** The attempt to derive generalisable new knowledge by addressing clearly defined questions with systematic and rigorous methods. Health Research Authority

“Nurses and Midwives are committed by the NMC Code of Conduct to the delivery of care and advice which is based on the best available evidence.” NMC 2008

**Our Vision . . .**

Our vision is for nurses and midwives, across Public Health Wales, to build capacity and capability to conduct and deliver high quality research to improve and strengthen service delivery and population health outcomes.

**We aim to . . .**

- Create an environment that encourages and promotes nurses and midwives to undertake research whether experienced or wishing to embark on research for the first time.
- Conduct well designed and ethically approved studies in full accordance with the Research Governance Framework for Health and Social Care in Wales (2009).
- Develop management and leadership skills that encourage and influence engagement in research and research evidence.
- Encourage research awareness at all levels and create a culture in which research and development is a key component of every nurse’s role.
- Underpin and support developments in Public Health Wales nursing and midwifery practice with research programmes aligned to service priorities.
- Systematically reflect and review practice through robust audit and service evaluation to ensure effective and efficient approaches are maintained.
- Ensure all nurses and midwives will be engaged in audit or quality improvement related activity as an essential part of practice.

**We will achieve this by . . .**

- Developing a system and framework for nurses and midwives which will support individuals interested in moving from novice to experts in research practice.
- Encouraging and promoting nursing and midwifery research awareness and action, which will enable increased research capacity and contribution from the profession to flourish.

"Research is creating new knowledge.” Neil Armstrong
“Practitioners often see the gaps that researchers don’t see and are able to work together to conduct studies.” Vangie Foshee, Gillings School of Global Public Health

**We will achieve this by . . . continued**

- Developing a framework and structure that will encourage and support nursing research awareness and create research capacity.
- Ensuring an effective interface is established between the Research and Development division and the system which will support nursing and midwifery research.
- Identifying key points of contact who will be responsible for strengthening links between Higher Education Institutions, the Community Nursing Research Strategy network and other professional bodies.
- Engaging with the Professional and Organisational Development team of Public Health Wales to utilise their support for national workforce development and inter-disciplinary learning, development and training.
- Engaging in the Management and Leadership development programme to improve management skills and competencies that will improve research participation.
- Sharing good practice both internally within the organisation and externally with our stakeholders, including national and local government.
- Encouraging nurses and midwives to actively seek research scholarships and apply for research grants.
- Encouraging nurses to demonstrate how they are contributing to the research agenda through annual appraisals and development reviews.
- Supporting staff to publish research papers and present at conferences.
- Proactively seeking programmes and initiatives that enhance and expand opportunities for multidisciplinary and nurse led research programmes.
- Developing research capacity within all teams to strengthen focus on evidence based service.
- Undertaking regular audits, as part of a structured work plan, to identify and demonstrate good practice and help improve the quality of services.
- Identifying within appraisal systems how audit is evidenced within individual practice.

The Public Health Wales nursing strategy is:

“The vision and direction for nurses working in Public Health Wales.”

Anne McGowan, Nurse Consultant
Vaccine Preventable Disease Programme
Appendix One

References


Boyle D and Harris M. (2009). The challenge of co-production. How equal partnerships between professionals and the public are crucial to improving public services. Nesta. Available at: http://s.bsd.net/nefoundation/default/page/file/312ac8ce93a00d5973_3im6i6t0e.pdf [Accessed: 10th Mar 2014]


