



**Oxford Health**  
NHS Foundation Trust



# **NURSING STRATEGY**

## **2023-2026**

Part of **the Trust's Strategy**





# Welcome

## From our Chief Nurse Marie Crofts



Chief Nurse  
**Marie Crofts**

### Our ambition

Nursing is the most trusted profession in our society. This remains the case year after year. Nurses are there at the start of life and at the end of our lives. Nurses are the backbone of the NHS and any health care system around the world and according to the World Health Organization (WHO) globally we need nearly six million more nurses. Covid-19 has exacerbated this shortage. Worldwide Nursing is the largest occupational group in health care accounting for over 59% of the health professionals.

Within Oxford Health registered nurses, across all specialities, make up the biggest clinical workforce, sitting at around 2,000. Throughout our organisation we observe every day the compassionate and highly technically skilled nursing workforce in action. Within every corner of Oxford Health is a registered nurse building relationships and delivering high quality care to our patients and their families.

This Nursing Strategy seeks to build on previous work and embrace all opportunities to move the profession forward. The WHO in their 2020 report 'The state of the world's nursing' describes three priorities for global nursing as leadership, jobs and education<sup>1</sup>. This strategy focuses on and embraces all three.

As Chief Nurse, my ambition for Oxford Health is to attract and retain high calibre registered nurses who can deliver safe, high quality, effective and compassionate care to our patients and families

whilst feeling empowered and valued to do their job in every area of the Trust. We must develop and enhance their knowledge and skills as well as ensure their working environment is flexible; supportive and gives them opportunities for growth.

We are lucky enough within the Trust to employ many nurses from the global majority and this brings both diversity of thought and approach and we must ensure every single nurse achieves their full potential. 'The Combating racial discrimination against minority ethnic nurses, midwives and nursing associates' report published by the Nursing and Midwifery Council (NMC) and NHSE CNO in 2022 states "we know [racism] exists and the impact on our colleagues can be devastating"<sup>2</sup>. Ensuring we create a fair, safe environment for every nurse to work and achieve in is critical. This Strategy seeks to address this.

I want to express my deepest thanks to all the nurses working within Oxford Health and their selfless contribution both during the pandemic and each and every day. Nursing lives were lost. A massive thank you to all those nurses who have contributed to this strategy over the last 12 months – this is your strategy, made for you with you. Let's now get on and deliver it and make our profession fit for the future.

<sup>1</sup> World Health Organisation. *The state of the world's nursing 2020: investing in education; jobs and leadership*. 2020.

<sup>2</sup> NHS England and NMC. *Combating racial discrimination against minority ethnic nurses, midwives and nursing associates*. 2022.



# Our nursing strategy: At a glance



## Oxford Health NHS Foundation Trust Strategy 2021-2026

Our Trust Strategy's **four** strategic objectives:

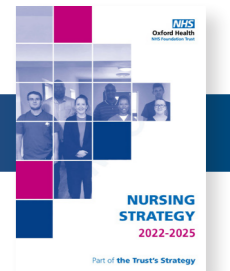


These objectives are underpinned by...

**Mission**  
To be the **best Trust of our kind** in the country

**Vision**  
Outstanding care delivered by an **outstanding** team

**Values**  
Caring ● Safe ● Excellent



## Oxford Health NHS Foundation Trust Nursing Strategy 2022-2025

OHFT's Nursing Strategy **mission**:

**Our overall mission:**

For the Nursing workforce to feel equipped to deliver safe, effective high quality care and treatment in partnership with our patients, families and carers. To ensure that kindness and compassion is always at the heart of nursing practice.

We aim to achieve this by focusing on these themes:





# Our key themes in detail:

## We have five themes that will...

- Ensure the value of nursing continues to be recognised as the safety crucial industry it is.
- Embrace and represent international and national work related to nursing.
- Drive improvement through the use of quality improvement methodologies and research to support evidence based practise.
- Create opportunities and long term careers for the nursing profession within our Trust from a school leaver through to an Advanced Practitioner and beyond.
- We will nurture and support all nurses to be able to work in an environment which values and cares for them and ensure they fulfil their potential.
- At the core we will develop family centred nursing practice embedding coproduction to create the best possible outcome for our patients, families and carers.

These themes have been extensively consulted on with our registered nursing workforce and patients and carers. We believe we can make a significant difference over the next 3 years to both the practice of nursing and the experience of nursing within Oxford Health.

These **five** themes are:



The value of nursing



Co-production at the heart of nursing



Valuing and supporting the nursing workforce



Creating a sustainable and adaptable workforce



Using research and data to underpin evidence-based care







## Key theme 1: The value of nursing

### Pride, professionalism, a safety critical profession

**Enabling Professionalism** - Nursing is an autonomous profession, with registration, evidence-based clinical standards and competence. Nursing is the most trusted profession in the UK and is a safety critical workforce.

Nurses have a responsibility to advocate for patient safety and quality. The essence of Nursing – kindness and caring needs to be valued as effective professional qualities.

#### Key focus areas for this theme:

##### Develop professional pride and voice

Nursing is a valued and trusted profession and Nurses in to be heard in the political arena

- The voice of nurses needs to be heard
- Promotion of Nurse-Led services in Trust
- Hearing the nursing voice at the table – Trust, ICS, Nationally

##### Raising professional standards

To protect patients and the delivery of high quality, safe nursing care

- Explore and develop frameworks for accreditation in order to deliver excellence
- Create a culture which is led by high professional and personal standards inline with the Nursing Code of Conduct
- Create value in the knowledge base within safety and quality

##### Recognise nursing as a safety critical profession

- Develop and sustain safe staffing models in the current environment
- Give credence and embed an holistic approach to building, maintaining and developing therapeutic relationships
- Safe staffing in current environment
- Holistic approach and building, maintaining & developing therapeutic relationships

##### Develop a prevention focus

Promoting and enabling the work of Nurses in prevention and public health

- Using Population Health Needs assessment
- Advocating for vulnerable groups and addressing health inequalities

##### Maximising the impact of nursing

The offer and skills of Nurses and Nursing services

- Develop clear vision for nursing progression within the Trust
- Use innovative approaches to create opportunities for nursing







## Key theme 2: Co-production at the heart of nursing

Working in partnership with individuals, families and carers

**Working in partnership** with patients and carers is central to effective care. Nurses spend a lot of time with patients and their families and carers, and are thus in a prime position to develop collaborative relationships with regard to delivering and improving care and coproducing training. This theme aims to support nurses to enhance partnership working, with a specific emphasis for

the first year on working with the family. This involves a holistic approach, demonstrating an understanding of the patient as an individual, but also their interrelationship with their wider family system, which includes family members who may need support and education, particularly when they are involved in supporting the patient at home.

### Key focus areas for this theme:

#### Shared understanding of needs in practice

- Ensuring patients and families are involved in their treatment and care throughout their pathway
- Align and achieve triangle of care principles, standards and competences

#### Competent skilled family centred nurses

- Effective skills-based training and supervision for nurses of all levels
- Embed a culture of effective working with families

#### Co-production and values evidenced throughout the workforce

- Embed coproduced delivery of training as standard
- Expand and sustain expert by experience involvement in nursing recruitment at all levels
- Ensure co-production as a fundamental of nursing QI work







## Key theme 3: Valuing and supporting the nursing workforce

### Support flexibility, diversity and inclusion

**Nursing is an art**, a science and an autonomous profession that has evolved from being a subservient role to leading innovations in care underpinned by evidence base practice. The profession requires skills, knowledge, dedication, flexibility, creative and dynamic thinking in an ever-changing world to meet the needs of people in their most vulnerable phase of their lives and nursing them to recovery. The role does require a great deal of emotional labour in support and people and at the same time is a very rewarding profession.

The underpinning values of kindness, compassion and caring permeate the work nurses do with honesty and integrity being some of the key characteristics expected of a nurse. Recognising and valuing this contribution of the nursing workforce is essential. As a Trust supporting our nursing workforce is a key priority and can be achieved through well-structured educational programmes, career development opportunities and life-long pastoral support for our nursing workforce.

#### Key focus areas for this theme:

##### Supportive, receptive and flexible environments for the nursing workforce

- Effective supervision, supportive appraisals and maintaining a work/life balance
- Ensuring appropriate access to continuing personal development
- Embedding and expanding the professional nurse advocate programme

##### Create a diverse and inclusive profession at all levels

- Develop framework for diverse nursing staff to reach their potential
- Senior nurses to participate in the global equality programme to mentor our diverse workforce
- Continued focus and expansion of the international nurse recruitment programme

##### Value nursing through recognition and reward

- Continue to promote recognition through accolades i.e. Daisy Awards
- From cadet to beyond, retaining experienced nurses, and ensuring the voices of nurses is represented and heard at all levels of the Trust
- Appropriate remuneration for the expertise and the skill within the workforce

##### Wellbeing at work

- Promoting opportunities to build resilience
- Access to reflective practice such as Schwartz rounds and Team time
- Supporting and promoting restorative just and learning culture in the nursing profession
- Enabling and Equipping nurses to become QI leaders







## Key theme 4: Sustainable and adaptable workforce

Maintaining a high-quality, sustainable and adaptable nursing workforce

**Nurses are the cornerstone of a caring and professional health service.** Their development and retention is key in delivering best practice for patients and their families. Nursing is a constantly

evolving profession and necessitates an engaged, motivated and expert workforce with the support and tools to deliver excellence.

### Key focus areas for this theme:

#### Recognition, development and promotion of clinical career pathways including Advanced practice

- Value and develop expertise of experienced nurses who wish to remain clinically focused
- Develop clear career pathways for all nurses underpinned by training and coaching

#### Promoting and delivering life long flexible careers 'from cadet and beyond'

- Develop and embed opportunities at entry level from cadet to advance practice
- Enable nurses to develop their career pathway at their own pace without disadvantage

#### Clear innovative competency frameworks using a QI approach to deliver high quality evidenced based care

- Promote and embed easy to access competency frameworks across all specialities
- Develop skilled practitioners to deliver best practice

#### Widening access and opportunities to become a nurse

- Work with higher education institutions to grow the local nursing workforce
- Promote opportunities for clinical support workers and HCAs to enter the nursing profession







## Key theme 5: Using research and data to underpin evidence-based care

Promote informed decision-making, foster best practice and develop career opportunities

**Research active healthcare organisations** have better patient safety and care quality outcomes. In addition, staff who are research engaged are more likely to remain in their roles, with positive outcomes in terms of retention, recruitment and job satisfaction.

It is essential that research is embedded as a core part of every nurse's role to uphold the values of the profession and to support nurses to lead, deliver and support research to optimize the patient care experience. Research capability and capacity building initiatives can empower all nurses to be part of a sustainable, impactful and meaningful research culture within their organisation.

### Key focus areas for this theme:

#### Aligning research to public need

Focus on creating impact and promoting population health

#### Releasing nurses' research potential

Release nurses' research potential-creating a climate for nurses to lead, use, deliver and participate in research and QI as part of their job

#### Developing future nurse research leaders

Developing future nurse leaders of research-that support growth in the number of and diversity of nurse leaders in research

#### Using data and digital technologies

Digitally enabled nurse led research-to create a digitally enabled practice environment for nursing that delivers better outcomes for the public

#### Quality improvement culture and practice

Develop mechanisms that encourage nurses to engage with research, and utilize research as an evidence base for QI at all stages of their careers





# Getting involved

There has never been a better time to show how much you value the NHS. Show your support and become a member of Oxford Health NHS Foundation Trust. As a member you can help shape the local services and the future our trust.

## You help us make things better

The trust board depends on the membership to keep them in touch with what's needed in our hospitals and services. Our members help us discover how best to improve services, making sure that we put patients' and local communities' needs first. Membership is free and everyone over 12 years old is welcome to join.

## For more information

If you would like to find out more about getting involved please visit our membership page: [www.oxfordhealth.nhs.uk/get-involved/membership/](http://www.oxfordhealth.nhs.uk/get-involved/membership/)

Patient involvement & engagement: [www.oxfordhealth.nhs.uk/get-involved/patient/](http://www.oxfordhealth.nhs.uk/get-involved/patient/)

Oxford healthcare improvement: [www.oxfordhealth.nhs.uk/ohi/](http://www.oxfordhealth.nhs.uk/ohi/)

Information for carers: [www.oxfordhealth.nhs.uk/carers/](http://www.oxfordhealth.nhs.uk/carers/)

Email us at: [enquiries@oxfordhealth.nhs.uk](mailto:enquiries@oxfordhealth.nhs.uk)

Or call our switchboard on: **01865 901 000**



*"I am privileged and proud to be a nurse and to the lead the nursing workforce as the Chief Nurse of Oxford Health"*

Chief Nurse  
**Marie Crofts**





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Published by Oxford Health NHS Foundation Trust, March 2023

[www.oxfordhealth.nhs.uk](http://www.oxfordhealth.nhs.uk)