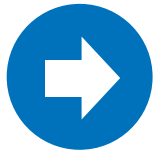


Nursing and midwifery

Our Voice, Our Future

Our contribution to delivering the
Trust strategy, *Better health, for life*





Our Voice, Our Future is the shared approach of the nursing and midwifery teams at Imperial College Healthcare NHS Trust to deliver the Trust's strategy, *Better health, for life*.

Our nursing and midwifery teams are essential in delivering high-quality care for all our patients, and supporting and sustaining our teams is at the heart of the Trust's strategy.

Developed through engagement with our nursing and midwifery teams, our shared approach is based on three main themes: support, sustain, develop; give the best care; and lead and empower. These are all underpinned by shared decision-making and our Pathway to Excellence® ambitions.

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Foreword:

Professor Janice Sigsworth CBE, Executive Director of Nursing

Our Voice, Our Future sets out our nursing and midwifery teams' shared approach to delivering the Imperial College Healthcare NHS Trust Strategy, *Better health, for life*.

Our nursing and midwifery teams rise to every challenge within the organisation, the integrated healthcare system and beyond, while continuing to deliver high-quality care to our patients and families with commitment and passion.

Our Voice, Our Future has been created through engaging with our nurses and midwives. It sets out our shared approach using a framework of three main themes, all underpinned by shared decision-making and our Pathway to Excellence® ambitions.

Moving forward, we will keep giving the best evidence-based care for patients and families, while also focusing on increasing support to our nursing and midwifery teams — so you can feel well and fulfilled and enjoy a rewarding career.

I give my sincere thanks and appreciation for the hard work, dedication and resolve of all our staff, who give so much of themselves every single day. Without you, we could not deliver the outstanding care we offer. Let's move forward with one united voice and continue our mission to deliver excellence in care.



We will keep giving the best evidence-based care for patients and families, while also focusing on increasing support to our nursing and midwifery teams.

Our nursing and midwifery teams' approach



Our shared vision:

To deliver outstanding care to patients, families and the communities who use our services, driven by a highly skilled, compassionate workforce who feel supported, valued and proud to belong to Imperial College Healthcare NHS Trust.



Our shared approach:

To unite as one nursing and midwifery voice, to inspire us to give the best care we can, and to develop to our full potential.

To help achieve this, we have started our Pathway to Excellence® journey at Charing Cross Hospital. This will help us to create a positive practice environment for all nurses and midwives and the wider multi-disciplinary team.

Pathway to Excellence® provides a great framework within which to develop both ourselves and the practice environment. Its focus on wellbeing and professional development is an important aspect of how we support and advance you to be able to give your best.

Creating a positive practice environment

The foundation to creating a positive practice environment is in shared decision-making: this is how we involve our nursing and midwifery teams in making the decisions that influence care delivery, recruitment, wellbeing and practice. This is how we will work together to embed the voice of nursing and midwifery in all that we do.

Our Pathway to Excellence® journey at Charing Cross has shown that we are more engaged when we are listened to and actively involved in how we get things done. Embedding this across the Trust is our priority for our nursing and midwifery teams.

Listening to nurses, midwives and care teams across the organisation, we wanted to create a simple and useful way to focus our energies and efforts around picking up the things that you raised with us, learning lessons and sharing good practice.



The three themes that make up our shared approach are:



**Support,
sustain,
develop**



**Give the
best care**



**Lead and
empower**

Support, sustain, develop

We are committed to creating a positive practice environment where nursing and midwifery teams deliver the best care for patients and families, and where you feel individually valued.

This includes working in rewarding roles and having access to training and opportunities to learn, develop and thrive at work.



What this means

We will all come to work and feel valued and supported, with training opportunities to help us fulfil our potential and ensure our behaviours make the Trust a great place to work.

We will promote staff physical and emotional safety at work.

We will better recognise everyone's contribution and thank individuals and teams meaningfully, building on ways to celebrate success and achievements and learning lessons when things don't go well.

We will support registration and revalidation, purposeful performance development and career progression through a wide range of education and training opportunities.

We will promote the development of innovation and research in practice.

Create a positive practice environment using the principles of Pathway to Excellence® and shared decision-making.

Promote positive behaviours to keep everyone safe at work.

Provide meaningful wellbeing offers that go beyond time at work, such as financial advice, counselling and flexible working.

Recognise and reward achievements through DAISY and the Make a Difference awards initiative, and celebrate the annual Festival of Nurses and Midwives.

Build on the work of our thriving staff networks: Women's network, Race Equality network, LGBTQ network, Disability network.

Offer opportunities for career development via training, education and experience, which includes preceptorship and supporting the OSCE programme and mentoring and buddying schemes.



Support novel ways of learning, such as evidence-based practice committees, the nursing and research committee and 'Today I Learnt Something'.





Give the best care

We want to build on the amazing foundations of achieving excellent clinical care and outcomes, and we are committed to continuously improving the safety and quality of care that we give.

What this means

We will work with each other and the multi-disciplinary team to give the best care.

We will treat every patient with dignity, sensitivity and respect, considering individual needs and sharing decisions on care.

We will continue to deliver on our safety priorities – for example, reducing avoidable harms through our work on falls prevention and post-falls care; and maintaining our high standards of pressure ulcer care and infection prevention and control practice.



We want to encourage a 'research active' culture within nursing and midwifery, support clinical academic career pathways and research ambassadors, and showcase our successes through the Bringing Research Back to the Floor programme.

We will use our safe staffing framework to optimise care delivery and patient flow.

Our ward accreditation programme will help make improvements in care locally.

We will use data and measures to continually inform and make improvements.

We'll strive to improve the care we give to some of our most vulnerable patients through our dedicated mental health nursing team.

We will focus on training, supervision and increasing awareness of safeguarding, the mental capacity act, and deprivation of liberty safeguards to support everyone to practice safely.

We will push the boundaries of our clinical practice by proactively developing new roles – advancing practice and new ways of working – to make sure patients are getting the right evidence-based care, underpinned by research and supported by digital innovation.

We will build on our strong research culture and seek opportunities to engage with all aspects of the research process, updating our practice, as supported by evidence and research base.

Lead and empower

We are committed to creating and developing a diverse, inclusive, kind, and compassionate leadership across nursing and midwifery teams.

What this means

We must embed nursing and midwifery leadership at all levels and support nurses and midwives to speak up and put forward their own ideas and views, giving everyone opportunities to be heard.

We will all act with kindness and fairness to support a positive practice environment 24/7.

We'll support leadership development for everyone and visibility of clinical leaders.



- Work with colleagues to develop a culture based on shared values.**
- Work together to create a workplace that embraces equality, diversity and inclusion, and commit to extending opportunities fairly to support a feeling of belonging.**
- Harness the power of the weekly Back to the Floor meeting and Professional Practice Committee to hear from teams and share decision-making and good practice.**
- Build on the work of our Leadership Council and shared decision-making to make it easier to hear the voices of our nursing and midwifery teams and make changes.**
- Support you with induction programmes, career-focused conversations, and access to leadership development.**

Conclusion

Nurses and midwives make up the largest number in the workforce in our hospitals and make the biggest impact on patient care and outcomes.

Our Voice, Our Future sets out the shared approach for nursing and midwifery teams over the next few years. We want to use these themes to harness the potential of all our teams and to communicate what we are all about.

Nursing and midwifery is changing as quickly as the context in which it is practised, and it is great to take stock of where we are, our achievements and our future. Despite all this change, what patients want from nurses and midwives remains constant: to feel safe, cared for, respected and involved.

Our ambition is to create a positive practice environment, where our nursing and midwifery teams have a strong voice and are able to make decisions and effect changes that have a positive impact on their wellbeing and the workplace, and improve patient care.



Behaviours framework

Our Trust values and the behaviours we love to see.



Kind

We are considerate and thoughtful so everyone feels valued, respected and valued.

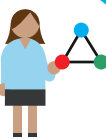
- Always go out of your way to make others feel welcome.
- Proactively offer help and support to patients, visitors and colleagues; 'go the extra mile' for others.
- Make time to actively listen and respond, even when busy; tailor your approach to the individual and 'listen with fascination'.
- Help others to challenge unkind or disrespectful behaviour and to understand its impact.
- Understand and respond to the diverse needs of patients, visitors and colleagues – show you value their time.



Expert

We draw on diverse skills, knowledge and experience so we provide the best possible care.

- Actively inspire and encourage others to act responsibly and always act in line with best practice.
- Role model continuing development and encourage others to do the same; be generous with your knowledge and networks.
- Promote a culture of delivery; highlight issues, challenges and risks in delivery and help find solutions and mitigations.
- Consider and seek to reduce negative impacts on cost, resources or the environment; encourage others to do the same.
- Constantly find improvement opportunities in every aspect of your work.



Collaborative

We actively seek others' views and ideas so we achieve more together.

- Encourage and support others to find better ways of working within and across teams.
- Proactively seek diverse views and feedback in all aspects of your work.
- Develop genuine and generous partnerships with others, internally and externally, to achieve a common goal.
- Create a culture of proactive, tailored and transparent communication.
- Be generous with your time and actively make yourself visible and available to others.



Aspirational

We are receptive and responsive to new thinking, so we never stop learning, discovering and improving.

- Actively help others to identify improvements and find solutions to problems, focusing on outcomes.
- Create a culture where achievements are proactively identified and celebrated.
- Promote and role model reflection and learn openly with others.
- Promote a culture of feedback and role model high-quality feedback conversations as part of daily practice.
- Take proactive steps to contribute to wider improvement initiatives and bring a positive mindset to new ideas.