



Connecting our Communities, Realising our Ambitions

Reimagining Nursing and Midwifery in NHS Lothian
Strategic Plan 2023-2028

A great place to work

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NHS Lothian would like to thank The Nursing Tartan for permission to use the tartan for branding of this document and other products that will promote Nursing and Midwifery across NHS Lothian. The Nursing Tartan was designed by nurses at the University of Edinburgh to represent Kinship and Solidarity across the professions. The Nursing Tartan captures the colours of the national uniforms. All profits made from the sale of The Nursing Tartan products are donated to The Burdett Trust for Nursing and the Edinburgh Global Initiative – supporting nurses across the UK.

Foreword – Executive Nurse Director

Alison Macdonald

Connecting our Communities, Realising our Ambitions is our Nursing and Midwifery Strategic Plan 2023-2028. It is designed to address some of the key challenges for the professions and the Board and to ensure NHS Lothian is equipped with a strong, compassionate, empowered and highly skilled workforce, enabling the delivery of best outcomes for people. It is important that Nursing and Midwifery professionals recognise the key role they play in achieving the local and national objectives alongside NHS Lothian's Strategic Development Framework 2022-2027. This plan underpins our ambitions for NHS Lothian to become **a great place to work** and **a great place to be cared for**.

When we talk about 'our communities', we are referring firstly to the community of patients/clients that we care for; and we are also talking about our communities of nurses and midwives who work in many different sectors and settings across NHS Lothian. We are immensely proud of the Nursing and Midwifery professions because of the professionalism, dedication and desire to provide quality and compassionate care, whilst working in some of the most difficult circumstances. We are devoted to ensuring that people are at the focus of what we do and that the experience of patients, staff and those who use our services are at the heart of what matters.



1. Introduction

Connecting our Communities, Realising our Ambitions: Reimagining Nursing and Midwifery for NHS Lothian is the strategic plan that sets out a **vision and five key ambitions** for the next five years. It describes the key deliverables necessary to build the foundations that will support and empower nurses and midwives to shape a sustainable future and drive improvements in best practice within our own professional community and for the communities we serve.

The complexity of the COVID-19 pandemic, the remobilisation of services, performance delivery, workforce capacity and public expectations have changed the influences, priorities and challenges for the NHS and ultimately for the Nursing and Midwifery workforce. By recognising that nurses and midwives have been at the centre of the pandemic response, this strategic plan builds on that experience in order to invest in the professions' ability to develop, innovate and flourish. In doing so, the plan recognises the interdependencies required to deliver strong teamwork and the importance of building a culture of **compassionate leadership**, with an emphasis on empowering autonomy, belonging and contribution.

The significant challenges that face the workforce now and across the next five years require us to work differently. Therefore, our ambitions are aimed at providing the Nursing and Midwifery workforce with a stronger voice and the drive to reflect, connect, explore, reframe, and reclaim a common purpose. Achieving a sustainable workforce for the future also requires us to develop new pathways and routes into the professions, as well as a continuum of professional development, education, research and leadership opportunities.

This strategic plan has been developed with and for the Nursing and Midwifery workforce through professional forums and the involvement of the Lothian Area Nursing and Midwifery Advisory Committee (LANMAC), which represents the voice of Nursing and Midwifery across the organisation. It is based around the principle that **everyone is a leader**, from our healthcare support workers who lead patients through their care journey to Nursing and Midwifery Directors leading services and multiple teams.

NHS Lothian values collaborative working with its partners in higher and further education. They have an important role to play in the achievement of our ambitions through delivering education, training and research opportunities for our workforce at all levels.

Our five ambitions and the associated key deliverables set out in this plan are derived from engagement with staff as well as recognition of local and national priorities. All of our ambitions are ultimately underpinned by our **vision**.

2. Vision

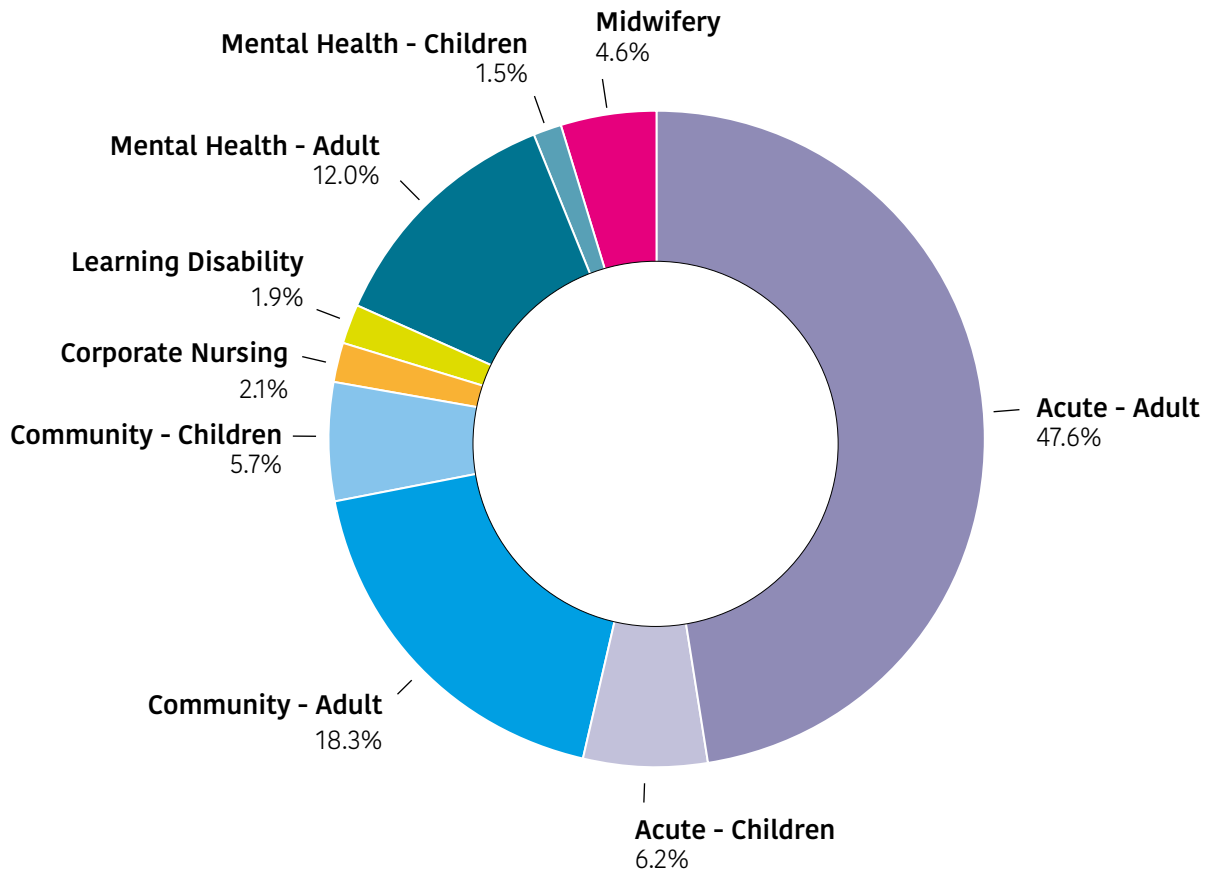
Supporting communities of patients/clients and staff by empowering autonomy, belonging and individual contribution to provide excellence.

Our communities of patients/clients, relatives and carers and our communities of Nursing and Midwifery staff are at the heart of this strategic plan. We recognise the importance of empowerment, autonomy and individual contribution for all these groups, which are fundamental to a sense of belonging. This plan not only sets out the ambitions, values and behaviours that will enable excellent Nursing and Midwifery care, but also describes what our nurses and midwives can expect from our organisation and what they can aspire to in their own career development.

3. Our Nursing and Midwifery Workforce

NHS Lothian has a very diverse Nursing and Midwifery workforce (Figure 1) providing care in hospitals, communities, prisons, people’s homes, schools and many other places. Nurses and midwives are our key assets in the achievement of the ambitions set out in this plan, which includes a strong focus on recruitment and retention. While there are a large number of staff employed in Nursing and Midwifery roles across NHS Lothian, the key deliverables within our ambitions are strongly focused on addressing a substantial establishment gap, something that is affecting every healthcare organisation in the United Kingdom. The establishment gap in April 2023, was just under 10% across all Nursing and Midwifery job families in NHS Lothian, with significant variation across services, including some hotspots as high as 26%. There is a necessary reliance on supplementary staffing, however, we are focused on creating robust, sustainable workforce models against the backdrop of retention issues, an ageing workforce and reduced numbers of registrants joining the profession.

Figure 1: Distribution of NHS Lothian Nursing and Midwifery Workforce (March 2023)



The Health and Care (Staffing) (Scotland Act 2019) provides a focal point to this work and has driven the creation of Workforce Programme Boards within NHS Lothian. Our strategic plan outlines a number of initiatives including targeted workstreams that are exploring new models of skill mix and amalgamation of services. The strategic plan also references new models of care that highlight the unique contribution nurses and midwives play in the delivery of care. Our plan includes measures to ensure flexibility for the workforce, on-boarding support and personal development plans for all health care support workers, nurses and midwives. The strategic plan also recommends that time for training and development is factored in, in order to build and encourage growth in a fair and equitable way.

We highly value our student nurses and midwives and aim to offer them enriched practice learning opportunities, setting a foundation for them to become valued members of our workforce.



4. Equality and Inclusion in the Nursing and Midwifery Professions

We are committed to advancing equality for all nurses and midwives with protected characteristics to progress their careers within NHS Lothian. To do this, we seek to understand the barriers to career progression, and in turn, establish career development programmes that create a sense of belonging, connectedness and empowerment, enabling people to be the very best version of themselves. This will be delivered in line with NHS Lothian's Equality and Human Rights Strategy.

Our Nursing and Midwifery workforce is the largest professional group in NHS Lothian. We want to ensure that we widen access to careers in care, supporting the Board's position to become a major employer within Edinburgh and the Lothians, otherwise known as an Anchor Institution. We are already positively promoting health care as a great career opportunity, making it easy for those with no previous experience to join our workforce through programmes such as Skills Boost. We have an established pathway providing healthcare supporter workers with a route map to registration and incorporate Nursing and Midwifery career pathways into advanced practice, education and research.

We are invested in developing everyone as a leader, which is critical to delivering this strategic plan. We have secured Florence Nightingale Foundation (FNF) Academy membership, giving all our nurses and midwives access to a range of development resources and opportunities. In addition to this, we plan to progress a bespoke programme of professional leadership development with FNF that embeds compassionate leadership and will nurture great teamwork, cohesion and advance the collective power of our influence.

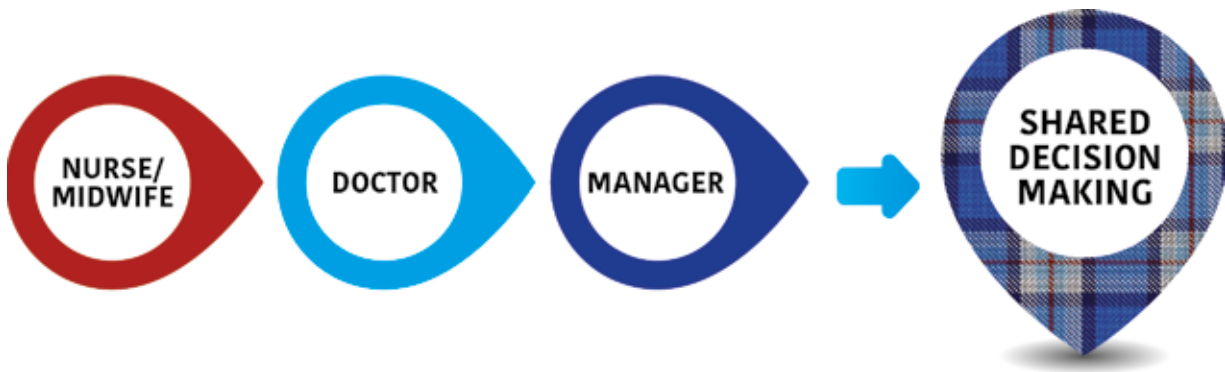
**FLORENCE
NIGHTINGALE
FOUNDATION**

5. Working in a Triumvirate Structure

NHS Lothian's Board recognises the strength of the Nursing and Midwifery professional voice, promoting a model of collaboration with senior medics and managers in decision-making at all clinical levels, known as the triumvirate. We embrace this model and will endeavour to further develop our voice and leadership in this structure.



Figure 2: Triumvirate Structure



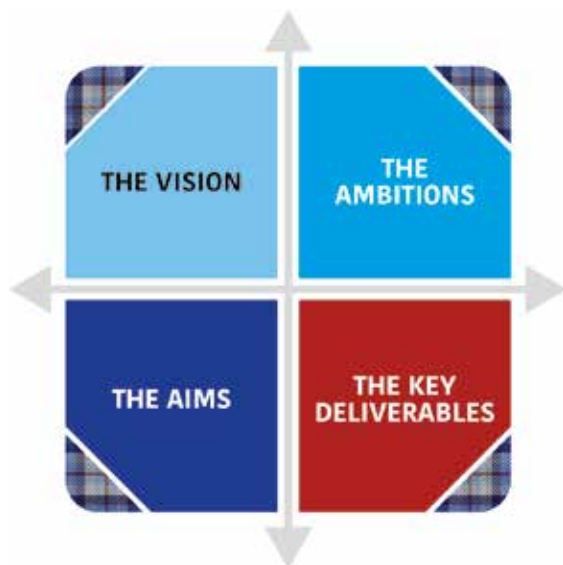
6. Framework to Deliver the Strategic Plan

The delivery of **Connecting our Communities, Realising our Ambitions** is built on four foundations that set out clear direction:

- **the vision** setting out the future state
- **the five ambitions** which underpin the overarching aim that NHS Lothian will become a great place to work and a great place to be cared for
- **the aims** in a set of detailed objectives
- **the key deliverables** which are set out incrementally in a rolling step diagram (Figure 7).

The aims and deliverables will form a Nursing and Midwifery Annual Work Plan with clear objectives and will be used to frame professional meeting agendas, programmes of work and priorities and feed through into individual and team objectives. All of which will provide a platform to reimagine Nursing and Midwifery in NHS Lothian.

Figure 3: Framework for delivery of the strategic plan



6.1 Monitoring and Evaluation

In order to achieve the aims and key deliverables, we will develop detailed implementation plans which will be monitored and evaluated through a range of Nursing and Midwifery governance groups, including LANMAC. Quarterly reviews of the strategic plan will take place to ensure aims are on trajectory and there will be a detailed annual review to ensure that the plan remains valid and reflects changes in local and national direction and policy and is ultimately being delivered.

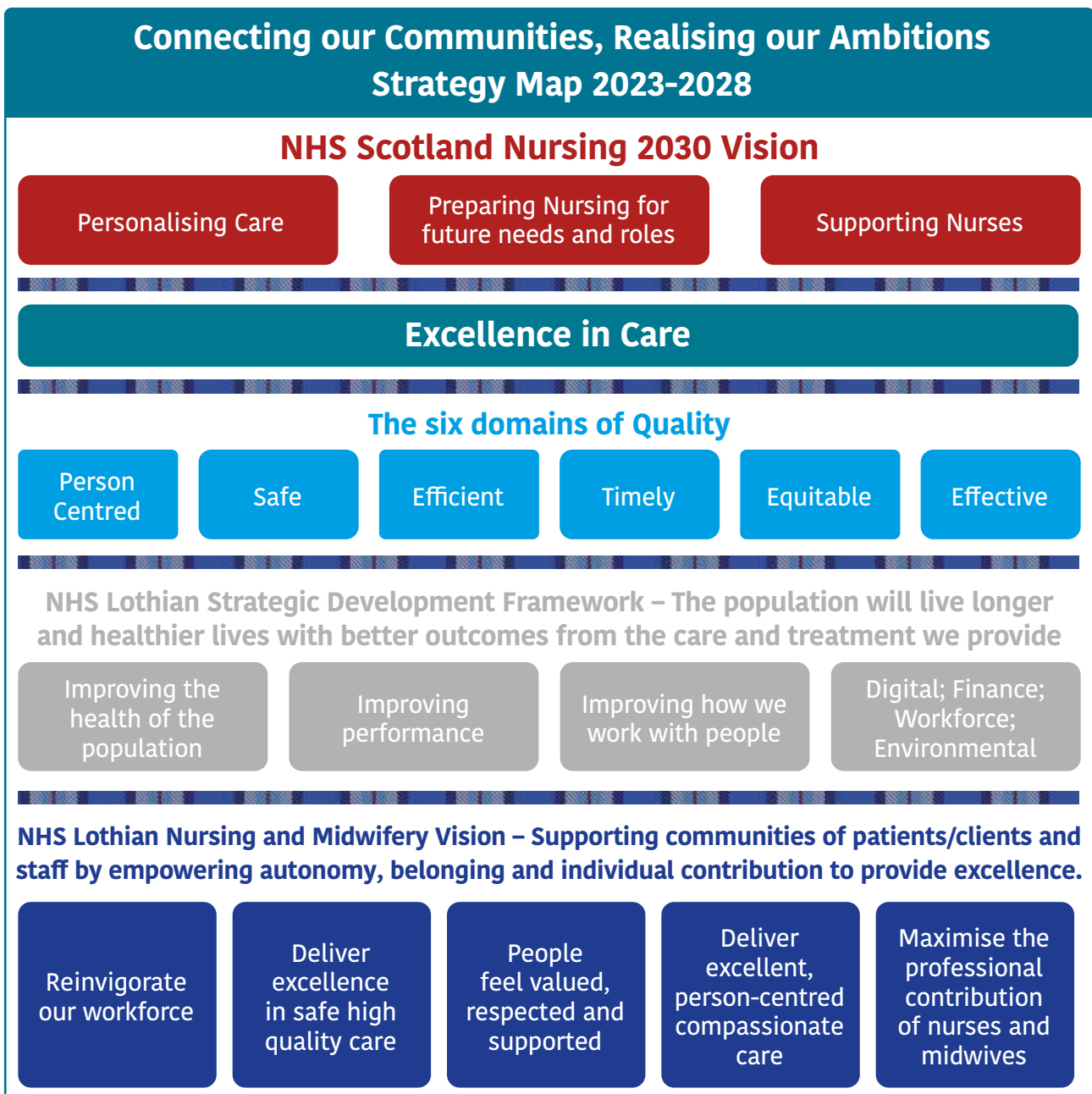
7. Summary of Aims and Ambitions



8. National and Local Context

This strategic plan sits on a platform of local and national priorities, which are identified in a strategy map (Figure 4). It sets out the operating context and where our Nursing and Midwifery ambitions align to deliver better outcomes from the care and treatment we provide.

Figure 4: Strategy Map identifying local and national priorities



9. Our Approach to Care

One of the most satisfying components of working in health and social care is listening to another person, understanding what is important to them, and then supporting them in attaining their goals.

A more collaborative, person-focused approach is at the very centre of everything we aspire to achieve, and to deliver care that is high quality, compassionate, safe, and effective. This aligns with and complements NHS Lothian's values which underpins the core foundations of our approach to care.

The concept of person-centredness has a focus on the formation and development of positive relationships with people and others significant to them in their lives, and that everyone is seen as equal partners in care. The values that underpin person-centredness and inform person-centred care have respect at the very core.

For those who are directly involved in the provision of care or therapy, this respectful focus is shown through holding the person's values central in decision-making. Consideration of and active engagement with a person's individual preferences, goals, abilities and lifestyle should be promoted. This allows for meaningful, authentic engagements to develop, leading to shared, informed decision-making.



Our approach to care aligns with the aims of NHS Lothian's Patient Experience Strategic Plan (2023-2028), which highlights that healthcare professionals should listen to what is important to a person, encourage feedback and use lived experience to improve care. We are working with Queen Margaret University to further develop our Person-Centred Principles and educational programmes to build person-centred capability within the workforce.



Queen Margaret University
EDINBURGH

10. Our Values and Behaviours

NHS Lothian's values are at the core of what we do; however, now more than ever nurses and midwives need to lead with courage and compassion. When leadership is shared across the team, we are collective in prioritising care overall and not just in our individual areas, resulting in cohesion and quality. **Connecting our Communities, Realising our Ambitions** recognises that every nurse and midwife is a leader, and builds on our NHS Lothian Values of Care and Compassion. When we are compassionate, we are connected, included and involved; we are authentic, appreciative, open and honest. Attracting people with these values to the profession and promoting those already working in Nursing and Midwifery with the right values will be an important step in ensuring the culture necessary to realise our ambitions. This strategic plan commits to embedding a **Framework for Compassionate Leadership** (Figure 5), which is centred on or around four core behaviours of attending, understanding, empathising and helping (Atkins and Parker, 2012)

Figure 5: Framework for Compassionate Leadership



Attending – Be present with and focussing on others, listening with fascination.

Understanding – Taking time to properly explore and understand the situations people are struggling with. Value conflicting perspectives.

Empathising – Mirroring and feeling colleague's joy, frustration and distress, without being overwhelmed by emotion.

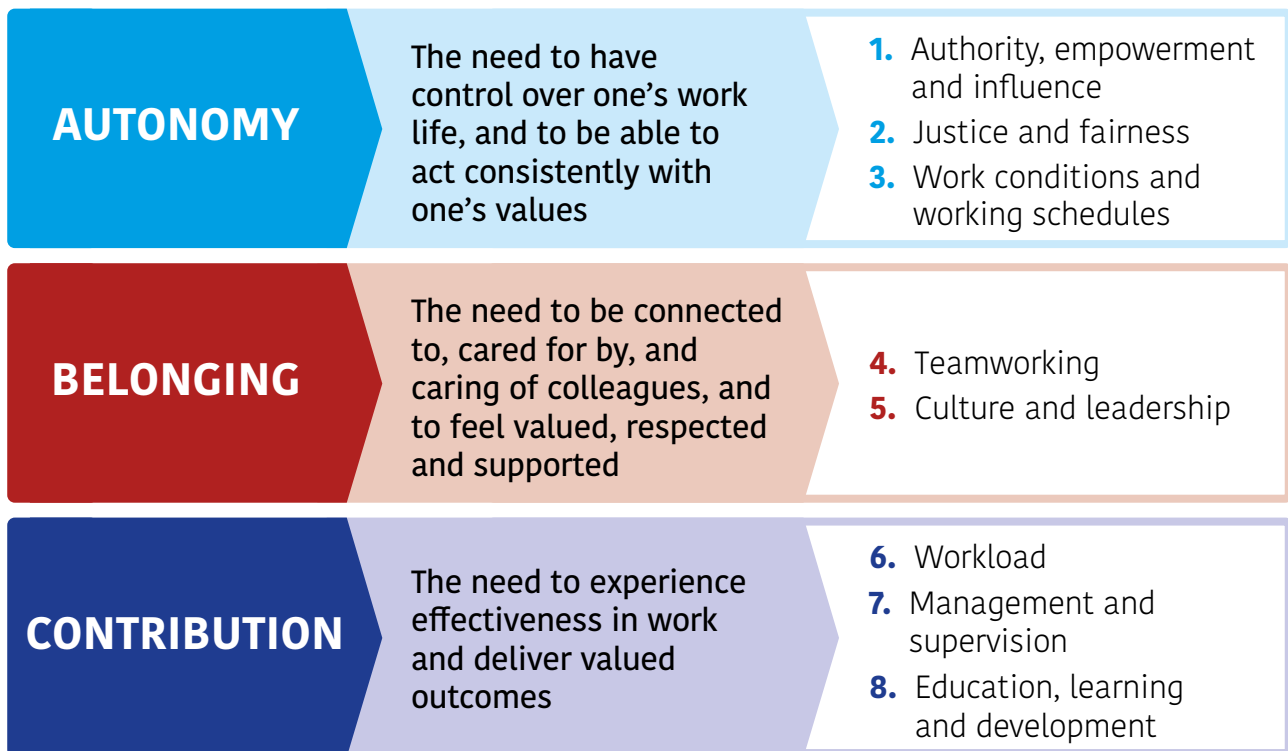
Helping – Taking thoughtful and intelligent action to support individuals and teams. Removing obstacles and providing resources.

11. Meeting the Core Needs of Our Staff

Meeting the core needs of the Nursing and Midwifery workforce is critical to the plan and is important in supporting wellbeing and motivation, particularly during these challenging times.

Research has demonstrated that the well-being, flourishing and engagement of nurses and midwives is affected by three core needs: **Autonomy, Belonging and Contribution** (Figure 6) (West et al., 2020). In making NHS Lothian a great place to work, and to develop and grow our workforce, it is our ambition to support the delivery of these needs through our actions to transform working lives, and in turn improve the safety and quality of the care we deliver.

Figure 6: The ABC of nurses' and midwives' core work needs



12. Our Ambitions

Reinvigorate our workforce

NHS Lothian will be the employer of choice and attract, recruit and retain a competent, motivated, skilled Nursing and Midwifery workforce who have the capacity and attributes to assume their roles with confidence to meet the needs of the population, whilst working to their full potential. We will grow and transform our workforce, promoting multi-professional teams collaborating to improve outcomes through innovative ways of working, whilst ensuring financial value.

Our aims to achieve this are:

- ▶ **Attract, recruit and retain a skilled Nursing and Midwifery workforce**
- ▶ **Create and foster opportunities for personal and professional development**
- ▶ **Maximise potential and impact at every level of practice**
- ▶ **Invest in areas of growth that matter to our staff.**

We will do this by:

Collaborating with staff through career and retention conversations and develop opportunities for leadership, academic and fulfilling career pathways. Specific focus on supporting nurses and midwives with protected characteristics.

Becoming a member of the Florence Nightingale Foundation Academy, which will be available to all nurses and midwives and also lead to the development of focussed leadership programmes.

Developing an employee and service designed Recruitment Strategy to attract and retain a Nursing and Midwifery workforce that is effective and accessible to our local communities as well as being open to regional, national and international recruits.

Supporting each other to use our NHS Lothian 'Work Well Strategy' to promote, support and encourage staff to look after their own health and wellbeing.

Utilising the NHS Education for Scotland (NES) NMAHP Development Framework for learning and development to develop staff to work across the four pillars of practice. Embed models of preceptorship that support new staff and also those who are in new roles.

Complying with the duties of the Health & Care (Staffing) (Scotland) Act (2019) and utilising the Common Staffing Method to make robust and evidence-based decisions regarding staffing requirements and skill mix. Ensure robust monitoring of supplementary staffing.

Deliver excellence in safe high quality care

Creating the conditions for safe care, underpinned by continuous improvement in quality and value are central to the role of nurses and midwives. Our commitment is to focus on a quality management approach to deliver change that positively impacts on the health outcomes of people and provides an opportunity for NHS Lothian to realise the aim of people living longer and healthier lives.

Our aims to achieve this are:

- ▶ **Leadership to support a safety culture at all levels**
- ▶ **Safe communications with and between teams**
- ▶ **Embedding a governance and assurance framework using quality management**
- ▶ **Making it easier for everyone to test improvement ideas.**

We will do this by:

Promoting a culture of psychological safety, where it is easy to ask for help, raise concerns, report errors and ensure there is feedback to staff with structured one to one processes.

Setting time aside to encourage improvement ideas and build the capacity in the Nursing and Midwifery workforce to develop and utilise quality improvement (QI) skills.

Using safety and quality data in the same way as performance data and ensuring everyone is involved in developing improvement ideas and priorities.

Progressing the Lothian Accreditation and Care Assurance Standards (LACAS) and framework of quality planning, improvement, control and assurance. Embedding the use of QI huddles and visual management boards.

Developing and embedding standardised communication tools, ensuring there are processes for management of communication with and across teams. Delivery of electronic observations on TRAK.

Creating a system of learning by sharing and embedding new knowledge from all improvement activities.

People feel valued, respected and supported

People in our Nursing, Midwifery and wider communities are at the heart of our strategic plan and are central to the delivery of excellent outcomes. We believe that empowerment and enablement of staff, people and families where we build partnerships, creates a common purpose and sense of belonging. The aim being to lead to connection, inclusion and involvement.

Our aims to achieve this are:

- ▶ **Promote an inclusive culture fostering diversity**
- ▶ **Lead with compassion by empowering autonomy, belonging and contribution**
- ▶ **Be authentic, appreciative, kind, open and honest**
- ▶ **Nurture teamwork, cohesion and advance the collective power of influence.**

We will do this by:

Recognising the individual and personalised needs of our diverse communities, workforce and cultures, ensuring a focus on getting it right for everyone.

Promoting shared decision-making for people in our care, including families and unpaid carers and for our staff, underpinned by values-based realistic medicine.

Encourage participation in Nursing and Midwifery decision-making through the Lothian Area Nursing and Midwifery Advisory Committee, ensuring genuine representation and valued contribution.

Promoting leadership that is shared across the team, focusing on meeting the core needs of the workforce: Autonomy, Belonging and Contribution, through embedding a Framework of Compassionate Leadership.

Developing models and approaches where we are collective in prioritising care and priorities overall and not just in our own areas, resulting in cohesion and provision of high quality care across the care journey.

Ensuring people and their significant others are well informed and included in decisions that affect them whilst being treated fairly and consistently.

Deliver excellent, person-centred compassionate care

A collaborative, person-focused approach should be at the very centre of everything we aspire to achieve to deliver care that is high quality, compassionate, safe, and effective. Person-centred care supports people to develop the knowledge skills and confidence they need to more effectively manage and make informed decisions about their own health and health care, ensuring that people are treated with dignity, compassion and respect.

Our aims to achieve this are:

- ▶ **Role model and deliver our Principles for Person-centred Care.**
- ▶ **Develop care processes and systems that are coordinated and centered around people.**
- ▶ **Focus on enablement and engagement and use feedback to drive improvement**
- ▶ **Provide personalised, values and rights-based care that is realistic.**

We will do this by:

Fostering positive relationships with people, actively engaging with a person's individual goals, abilities and lifestyle. This will be delivered through creation of person-centred cultures and processes that actively involve people in our care and their significant others.

Co-ordinating care across the care journey and designing services and processes that reflect the voice of people, their families and carers and are focussed on what matters.

Asking people about their health experiences and outcomes through platforms such as Care Opinion; using and sharing feedback from multiple sources for learning, to inform and improve systems, processes, services and outcomes.

Embedding care planning that is personalised to ensure that people, families, carers and significant others are supported to be equal partners in care and that we seek to understand the aspects of care that add value to the lives of people.

Respecting diversity, promoting equality and holding a person's values to ensure shared decision-making underpins care delivery.

Build workforce capabilities in personalising care, involvement and inclusion and create capacity for a person-centred, reflective workforce.

Maximise the professional contribution of nurses and midwives

We are committed to raising the status and profile of Nursing and Midwifery to enable and enhance nurses' and midwives' unique contributions and roles in healthcare delivery now and in the future.

We will also maximise the opportunities the pandemic has brought to redesign clinical and workforce models that add value and are sustainable.



Our aims to achieve this are:

- ▶ **Lead excellence in research, learning and professional practice**
- ▶ **Redesign workforce models that support new roles and a sustainable future**
- ▶ **Engage with and empower our workforce to innovate and improve for the future**
- ▶ **Work as an equal partners with medical and general manager colleagues through triumvirate structures.**

We will do this by:

Using evidence-based approaches to design workforce models that meet the needs of the clinical environment and service and ensure that the unique and expert skills of nurses and midwives are maximised. Implement Best Start within Midwifery.

Deliver on our commitment to developing 'future-ready' skills by being adaptive leaders and embracing innovation, with a particular focus on digitalisation and a digitally-enabled workforce and a strong focus on improvement.

Enable professional collaboration across the organisation and nationally to increase opportunities to learn and share whilst strengthening the collective influence of nurses and midwives.

Building on our existing partnerships with academic and other institutions to create opportunities for collaboration and career development in practice, leadership, education and research that includes study time for education and training.

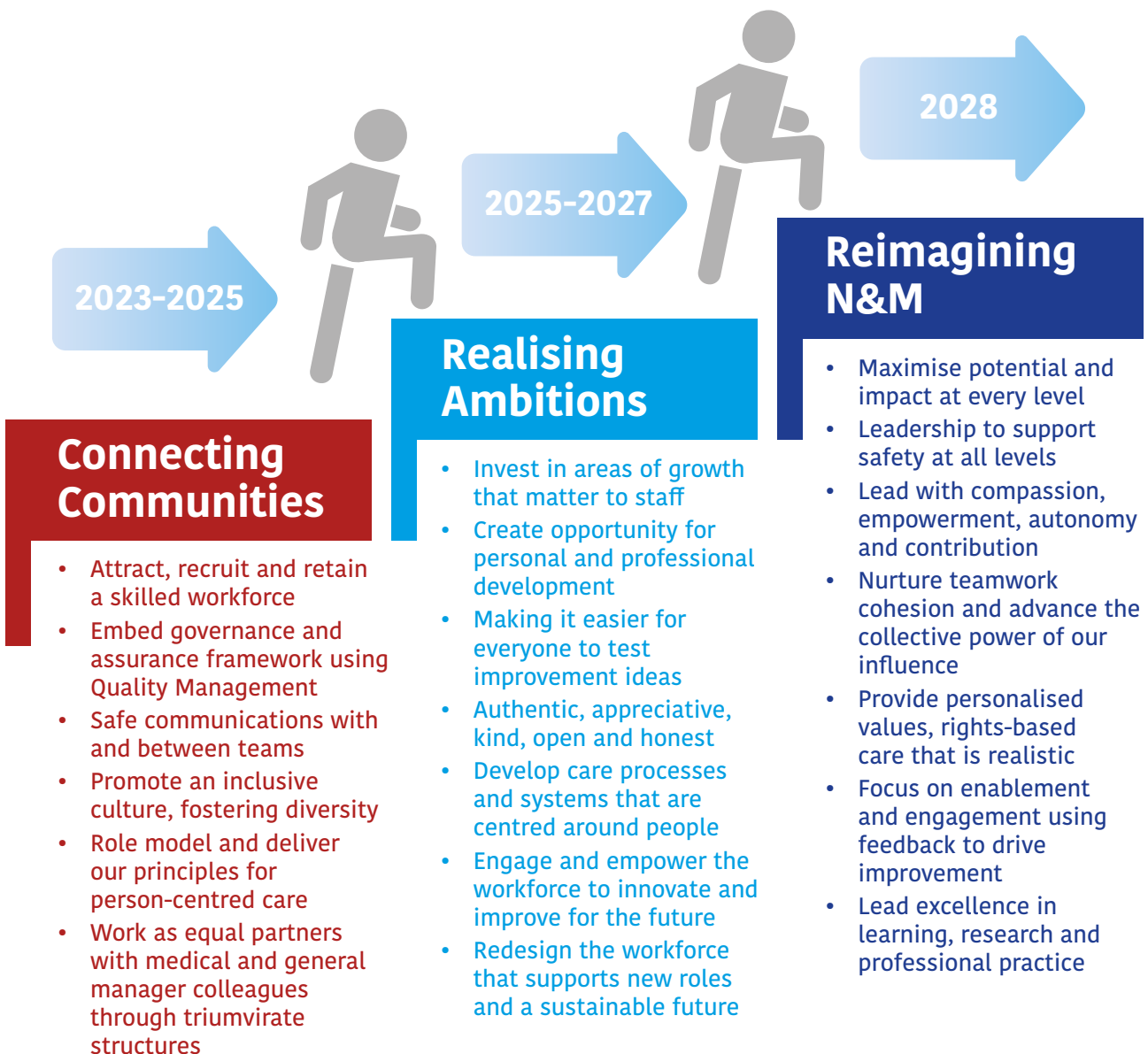
Strengthen the decision-making within the organisation by ensuring the Nursing and Midwifery voice is equal to that of other professional groups and operational managers.

Ensuring that Nursing and Midwifery job descriptions reflect the accountability and responsibility of the roles and operating context.

13. Our Delivery Plan

The creation of this strategic plan is the start of a journey to realise the vision and ambitions that have been agreed. We have developed a step diagram (Figure 7) to identify what will be delivered in each year of this plan. The detail behind the delivery plan will be identified in organisational and service specific implementation plans and drawn together in the Nursing and Midwifery Annual Work Plan.

Figure 7: Nursing and Midwifery Strategic Plan Step Diagram, 2023-2028



14. Nursing and Midwifery Career Pathways

Our aim is that NHS Lothian is seen as a great place to work, a place where there are opportunities for long and rewarding careers in Nursing and Midwifery. This career pathway offers some examples of opportunities that are available from pre-employment, to healthcare support worker, student, registrants at all levels and senior leadership roles including Chief Executive.



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