

Our Priorities







as Nurses, Midwives,
Allied Health Professionals
and Healthcare Scientists
2022 - 2024



... for a **better** Bolton

Our priorities - in summary

Immediate enabling priorities

- Developing our quality governance 
- Developing our quality improvement strategy 
- Transforming our workforce 
- Maintaining and improving patient and service user experience 
- Understanding inequalities in health 
- Building on our professional leadership 

All aiming to

- Reduce avoidable mortality
- Prevent harm and enhance patient, carer and staff experience
- Embed a continuous learning culture

... for a **better** Bolton



How we'll get there

- By thinking about where people live and the impact this has on their health
- By consistently using quality improvement science and methodology

How we'll know we've achieved what we set out to

- We will always use Quality Improvement methodology
- We will be in the top 10% for safety, experience, avoidable harm and mortality
- We will deliver our Ockenden recommendations by 2023
- We will have strength based assessments
- We will make every single contact with our patients count



The key to
our success =
**culture,
leadership and
accountability**

**Together we
are stronger**

A message from our Chief Nurse

I have worked in the NHS for circa 25 years now in posts across surgery, medicine, community and women and children's. I joined this organisation in April 2022 and was attracted specifically to our values and the exciting plans for true integration across Bolton as a place. I am excited about our ability to really make a difference to the people we serve – our patients and residents across Bolton.

We spend a large proportion of our lives at work, yet working within the NHS and care sector is so much more than that. People talk about a vocation, a purpose

and similar terms - this is palpable across the hundreds of teams I have already had the pleasure of meeting in my first few months. In spite of the enormous challenges faced over recent years, largely with the onset on the COVID-19 pandemic, your collective enthusiasm and commitment to be the best we can for those in need of our care is outstanding.

Over my 25 years, a few key experiences have been pivotal in forming how I approach the privileged position I now have of leading Nursing, Midwifery, Allied Health Professionals and Healthcare Scientists.



The first key experience that shaped my leadership approach was my first Charge Nurse post, and the simultaneous pride and exasperation this created. This post cemented my interest in staffing and ensuring that we are able to achieve staffing levels that meet the needs of our patients.

My second key experience was working at Mid-Staffordshire General Hospitals. This was in 2002 and quickly afforded me the ability to observe both the positive and negative impact culture can have. I made a medication error here, administering almost double the amount of a prescribed drug. An investigation ensued and confirmed that all processes and policies were followed, and that the error was down to human factors.

My final key experiences occurred while working in Bury and Rochdale. I worked here prior to joining Bolton for five years and this is where I learned the importance of Quality Improvement Science, as well as the impact that the place we live, can have on our health. This includes things like the area, education and our access to support networks. Inequality is all around us and means that two people living just a few miles down the road from each other, can have different life expectancies because of where they live. By working together with partners across Bolton we can and must play our collective part in understanding this, and do everything we can to reduce these inequalities.

At this point, all pieces of the jigsaw puzzle were now in place. Over the pages ahead I will share with you our collective priorities that focus around three key areas; Culture, Leadership and Accountability.

Wherever you are reading this, whether in one of our nine neighbourhood teams, in one of our laboratories or perhaps across one of our inpatient areas or specialists teams; this plan belongs to us. We are a collective clinical voice of around 4000 people, who, by working closely with our medical colleagues, can strive to deliver an experience to our patients, residents and clients that is outstanding. This will be underpinned by systems and processes that promote an outstanding approach to safety.

Tyrone Roberts

Chief Nurse



Our longer term ambitions

The Trust's ambitions describe our vision for the future, to be recognised as an excellent provider of health and care services, and a great place to work. There are six ambitions in total, but two in particular stand out for us:

To give every person the best treatment, every time

Everyone who comes to our hospital has a right to receive good quality, safe treatment. By 2024, we want to be in the top 10% of hospitals for quality of patient care and we will do this by:

- Reducing deaths in hospital
- Reducing harm in hospital
- Making sure everyone has a good experience in hospital
- Helping our staff improve services

To join-up services to improve the health of the people of Bolton

The people who have frequent contact with services across the health and social care system tell us that it is confusing and difficult to navigate. To address this, we have worked with our partners across Bolton to deliver more joined-up care to our population. Over the next five years, we will co-design new models of care and work with our communities to support people to stay well for longer.

When we are focusing on achieving our priorities, it is useful to have the longer term ambitions above in mind to make sure we are moving things in the right direction.

Quality Improvement Science

There is a science to improving Quality and over the coming weeks, months and years, we will build upon the foundations of Quality Improvement (QI) science. For so many years, when mistakes happened in the NHS, we would focus on actions such as education, posters and reminding people of the correct process to follow. All this matters yet it does not deliver reliability – the ability to maximise the chance of delivering the same standard regardless of day, time or who is on duty.

If anyone has flown then you may remember that the pilot will often introduce themselves before the plane moves, during the flight, and then before the plane starts to descend. They do this because at all other times, the cockpit is busy and so you will not hear from them.

This hive of activity is dominated by checklists – a process that helps ensure all critical steps are followed regardless of who the pilot is. We have similar tools in care such as theatre check-lists, falls assessments and so on. QI focusses on such processes and also looks at the environment and lots more to ensure the environment we work in is as conducive as it can be to getting it right, each and every time.

Finally, arguably the most important ingredient of QI is the placing of all of you, at the very centre. Ideas and changes have to be developed and led by those working in that scenario day in, day out. My role is to facilitate this and help create an environment that makes it possible to deliver your ideas.



Place based thinking

Over recent years, I have come to value and appreciate the impact on (ill) health that is caused by the way we live our lives. For many people, their ability to change this presents enormous challenges, often seemingly beyond their reach. We have a key role to play here too including our close liaison with local schools, colleges and universities to ensure our current and future learning opportunities not only deliver what we need, but that they are inclusive and match the needs of our community.

We equally need to continue to ensure that our place of work optimises your

experiences, from flexibility and sufficient lead in time for off duty, so you genuinely feeling that your ideas can contribute towards change. When forming plans or making decisions, we need to make sure we are thinking about 'place' and making the most of the opportunity to put patients at the centre of everything we do.

So, there is lots to do over the next few years but great news that it's within our gift for each and every one of us to shape and own what we do from here, in spite of the challenges we know and see today.



The key to our success

The key to all of this is to stay focused on our core values and we will be guided by an underpinning framework of culture, leadership and accountability.

Culture

The most helpful definition I have ever found of culture is 'the stories that people tell'. And this is how I will describe it here. It is the stories told in the area that you work and so it is really important that we all know and understand those stories and, where they are not positive, that we help to make changes.

Culture is also the way we do things - our systems and our processes. For example, as a Charge Nurse, I would always lead mealtimes, as the importance of mealtimes and nutrition for our patients can never be underestimated.

Leadership

Leadership is closely aligned with culture and yet there are so many different ways to lead depending on the situation and our own personalities. That said, and especially in current times, leadership can be more difficult than ever and so we need to continue to support our clinical leaders to be the very best they can be.

We are also working together more and more, and this year will see our first joint Bolton leadership event for our non-medical workforce including colleagues from all parts of the Trust.

Accountability

We know that our patients and the people we serve deserve consistently high standards of care, but that this is not always the case.

Accountability for me is all about accepting responsibility for our actions and ultimately, the care we're delivering. This is why our Bolton System of Care Accreditation (BoSCA) is so important and over the months ahead, we will share more on how we will raise the significance of BoSCA even further.

VOICE values

Vision	Be Positive	We have strong plans and make decisions with Bolton's communities
Openness	Be Inclusive	We communicate clearly and encourage feedback
Integrity	Be Honest	We are fair, show respect and empathy
Compassion	Be Kind	We have a caring person-centred approach
Excellence	Be Bold	We prioritise quality, safety and continuous improvement

Our enabling priorities

Over the past few months, I have spent time working alongside many of you clinically, getting to know you, listening to feedback from patients across our community settings and in the hospital, and looking at our data and various forms of information. All of this has informed the following priorities for Nursing, Midwifery, AHP and Healthcare Scientist colleagues for the years ahead.

Priority one

Developing our Quality Governance

This will help us consistently learn from what we do. A particular focus for us will be to look at what has happened when we believe that care may have been sub-optimal. Part of this will include making sure we communicate with patients and their families in a timely manner and involve them in any investigations we may then do.

Our incident reporting system will play an important role in telling us where things are going well, and where things may need to improve by pulling together our incidents data, complaints, results from audits and of course what we see and hear when listening to your collective 'stories'.

Our Bolton System of Care Accreditation (BoSCA) programme will continue to play a key role in this by raising and sustaining our standards across the Trust.

Priority two

Developing our Quality Improvement Strategy

The focus here will be to embed a system that focuses on QI as 'the method', always. This started on 19th October with the launch of our Pressure Ulcer Preventative Collaborative.

We will continue to react to data and use it to inform our improvement journey. For example, in response to a sustained high prevalence of C-Diff infections we will be running a campaign to ensure that all staff are aware of, and are applying the infection control SIGHT principles (suspect, isolate, gloves, hand washing, test).

Priority three

Transforming our Workforce

This is a huge priority for us and as we all know, is one of our biggest challenges. A lot of work has already been done over recently years and we will continue to build on this, together.

- **Increasing learner placements**

So much work has been done to increase the number of placements we can provide for our learners. Since November 2021 this has increased by 118 for Nursing, 46 for AHPs, 24 for Midwives, and we are working on this for Healthcare Scientists. We are also looking at how we can expand clinical placements wider into the community, including placements in GP surgeries and care homes to integrate our knowledge across the entire system.

- **Introducing more diverse roles**

We are committed to increasing the number of Nurse Associates we have from the current 24, to 131 by 2024. This has already got off to a great start - in September 2022 alone the number increased from 12 to 36!

- **Developing career escalation**

You have told us that clarity and support for other critical roles such as Assistant Practitioners is needed and so we are developing a career framework for all Nursing and Midwifery roles in the first instance, ranging from bands 2 to 8.

- **Expanding our international recruitment**

By March 2023 we will have welcomed 166 International Nurses in total. We are exploring the potential to spread this great practice in Midwifery including International Neonatal Nurses to support transitional care. Over the next twelve months we are hoping to attract 11 new members of the team and this work is already in progress with interviews already planned to take place.

- **Promoting health and care careers**

We have been engaging with local schools and colleges, voluntary and faith groups over the last year - both virtually and face to face, and have met with over 500 students to promote Allied Health Professional careers in our local community.

- **Retaining our current workforce**

Retaining our staff remains a challenge and although the reasons for this are multifactorial, we all need to play our part in supporting each other as much as we possibly can. Our focus on culture, leadership and accountability will include staff attrition (people leaving) as a key focus. Part of this will involve understanding the very stark differences in attrition that exist between similar teams and spreading great practice across the Trust.

Priority four

Maintaining and Improving Patient and Service User Experience

There is no better assessment of our care than that from our patients. Over the next year we are working to develop real-time surveys that will focus on two key questions;

- Were you treated with dignity and respect?
- Were you involved in decision-making?

Evidence tells us that these two questions are closely linked to experience outcomes for the majority of other patient survey questions. Initially, we are prioritising this for our patients who we care for in their own homes on a long-term basis and for our in-patients across adult care, children's and maternity.

We are also focusing on two key pieces of work in the hospital; handovers between shifts and mealtime experience.

Priority five

Understanding Inequalities in Health

The pandemic has highlighted what many experts have known for a long-time; that someone's post-code, gender or ethnicity can have a significant impact on their health. In the 21st century this is not right. Across Nursing, Midwifery, AHP and Healthcare Scientists we are focusing our attention over the next year on how we can collectively respond to 'adverse childhood experiences' (ACEs). There is a lot of evidence that shows the impact these have later in life so we are working with public health and colleagues in children's services to ensure we maximise all contacts we have with children.

We are also focusing on strengths based assessments for our patients which means focusing on what someone 'can do' as opposed to what they 'cannot do', and understanding what support may be there for them at home or near to them.

Priority six

Building on our Professional Leadership

A challenging environment places great demands on our leaders and so we are building upon our leadership programmes with an aim to start offering additional support early in 2023.

We are establishing wider opportunities to learn from each other by bringing together Nurses, Midwives, AHPs, Healthcare Scientists and other non-medical roles from across Bolton. The first of these is planned for November 2022.

Measuring our success

It is important to know if we have been successful and so we have developed various metrics to help us monitor how we are doing. Of course, our most important measures of success are all of you and our patients. Your ongoing stories will help inform if we are making progress or not, along with the feedback from our patients, service users and members of the Bolton community.

Over the coming months we know that the winter season will present us with some significant challenges, including some that we have not been exposed to before. We will all continue to make decisions based on the safest action at that point in time, in line with our professional codes of conduct. I need you all to know, more than ever, that I've got your back and have complete trust and faith in the decisions you will make.

I hope that this plan gets you excited about the future and the part you will play in getting us there. I also fully acknowledge and see the current challenges many of you face and I remain hugely privileged to be working alongside such professional, dedicated and inspiring individuals. I look forward to seeing you all soon and hearing how you're getting on in your areas.

Best wishes,

Tyrone Roberts

Chief Nurse



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