



**Bay of Plenty District Health Board**

# Nursing Strategy

**July 2014 – 2017**

# Foreword

I am delighted to present the 2014 – 2017 Nursing Strategy for the Provider Arm, Bay of the Plenty District Health Board. This Nursing Strategy provides the roadmap to ensure nurses are at the forefront of integrated patient and family/whānau centred care. The Strategy outlines what we wish to achieve over the next three years, with short to medium term actions. We need to build on the ongoing improvements that have been made so far, and these actions will provide a focus for the continued growth of nursing and safe patient centred care within the Bay of the Plenty District Health Board.

The Strategy is intended to provide guiding principles for nurses' contribution to the organisational vision: *"healthy thriving communities"* and mission: *"Enabling communities to achieve good health and independence and ensure access to high quality services."*

The vision, the principles underpinning the way we work and the five strategic priorities guide how we nurse in this organisation. They are the foundation for the way we deliver consistently safe, patient – centred care, in collaboration with the wider health care team. It is expected that annual action plans will support the Strategy and these are aligned with service specific priorities.

We will continue to honour our commitment to the Treaty of Waitangi, whilst enhancing the work life and development of all nurses who work in the Provider Arm. This updated strategy comes at a time of change and economic challenges. However nurses have a reputation for innovation and flexibility, and I am confident that we can all work together, to strengthen the nursing contribution to improved patient outcomes and compassionate care.

We want to recruit and retain high calibre staff with the proper balance of knowledge, skills and experience to have the Bay of the Plenty District Health Board seen as a place of opportunities and excellence in nursing.



**Julie Robinson**

Director of Nursing

# Vision

Nurses: Leaders of excellence in integrated patient and family/whānau centred care.

Aligned with the organisation's CARE values of Compassion, Attitude, Responsiveness and Excellence nurses will:

- work in partnership
- model strong, solutions focussed leadership
- ensure open, honest, respectful, informed communication.

# Strategic Priorities

1. Patient safety.
2. Strong, confident nursing workforce.
3. Dynamic, sustainable leadership.
4. Kaitiaki of health resources.
5. Integrated Health.



# 1. Patient Safety

- Patient safety is at the centre of continuous quality improvement.

## **Actions:**

- 1.1. Using the continuous model for improvement, nursing continues to strive for excellence in health and quality safety measures and outcomes.
- 1.2 Participate in national and organisational patient safety initiatives.
- 1.3 Review and respond to He Ritenga audit findings, to ensure that nursing actively promotes and supports patient safety improvements for Māori health and vulnerable groups.



The Nurse and Midwife Leaders, from left Gill Meek, Julie Chapman, Marg Norris, Julie Robinson, Sandra Fielding, Ros Jackson, Julie Williamson and Maurice Chamberlain. Absent are Pam Barke, Liz Buckley and Elaine Wogan.

## 2. Strong Confident Nursing Workforce

- Sustainable workforce issues are proactively addressed.
- The nursing workforce is skilled, knowledgeable and confident.
- The workforce is engaged within the organisation.

### Actions:

2.1 Ensure continuing professional development pathways are promoted and role modelled by nursing leadership:

- The advanced nursing roles of CNS Prescribing, Diabetes and Endoscopy are progressed.
- Performance development reviews are actively supported and include documented career and professional development plans.
- Professional Development and Recognition Programme (PDRP) participation is used as a measure of ongoing professional development engagement.

2.2 Model a culture of open, honest transparent communication:

- Develop and implement the Pulse survey engagement plan.
- Maintain a partnership and coaching /solutions focussed approach through the joint forum.
- Productive programme methodologies are used for service improvement.

2.3 Develop nursing workforce strategies including:

- Prioritise Post Graduate education funding to develop clinical, managerial, education and research leadership which aligns with national, regional and organisational goals.
- New graduate programmes that meet national and organisational requirements.
- Review of skills mix to enhance year two, three and four registered nurse opportunities.
- Increase Māori nursing workforce by 2%.

### 3. Dynamic Sustainable Leadership

- Collaborative nursing leadership participates at all levels of the organisation.
- Development of leadership is supported at all levels.

#### Actions:

##### 3.1 Invest in nursing leadership and succession planning:

- Identify and support potential nursing leaders on established clinical, academic and management pathways.
- Provide formal leadership skill development to establish new managers and leaders in their roles.
- Professional supervision is utilised to support professional development for senior nurses.

##### 3.2 Nursing leadership engages in positive, collaborative leadership behaviours through:

- Taking responsibility for self-reflection and professional accountability.
- Modelling of commitment to change.
- Using the solution focussed model.

##### 3.3 Active engagement in interdisciplinary forums to strengthen professional relationships and foster a collaborative patient-centred culture.



## 4. Kaitiaki of Health Resources

- Decision-making is patient-centred and based on ethical, sustainable use of resources.
- Allocation of resources is informed by robust, accurate and timely data and positively contributes to organisational and national health goals.
- Support continuous quality improvement work streams.

### **Actions:**

- 4.1 Aligned with the Care Capacity Demand Management (CCDM) strategy, nursing is directly accountable for management of resources demonstrated by:
- Participation in safe staffing, healthy workplace work streams.
  - Safe staffing that is informed by accurate real time data including patient acuity tool and reports.
  - Using standard operating procedures (SOPs) and variance response management (VRM) tools to closely align capacity to demand.
  - Influencing decision-making at all levels to ensure the patient remains at the centre of resource allocation.
  - Management of workforce resource through efficient recruitment and retention strategies.

## 5. Integrated Health Care

- Patient/whānau centred principles underpin planning and delivery of services.
- Build functional, professional and collaborative relationships across the sector.

### **Actions:**

- 5.1 Nursing participates in Bay of Plenty district-wide integrated health work streams and focus groups.
- 5.2 Nurses work in partnership to develop integrated models of care that promote patient safety.





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September 2014

Main Entrance

Emergency

Haere Mai | Welcome



Main Entrance

Emergency

