

The ROYAL MARSDEN

NHS Foundation Trust

Nursing Strategy 2016-2018



NHS

At The Royal Marsden, we deal with cancer every day, so we understand how valuable life is. And when people entrust their lives to us, they have the right to demand the very best. That's why the pursuit of excellence lies at the heart of everything we do.



Life demands excellence

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1. Introduction



Welcome to The Royal Marsden Nursing Strategy. We are midway through our 2016-2018 Nursing Strategy and it gives me pleasure to introduce this version of the strategy.

I am coming to the one year point in my time as your Chief Nurse. It has been an enormous privilege for me to work alongside many of you over the past eight months, seeing how you embody the 6Cs in practice every single day.

The NHS and wider political environment has undergone a period of unprecedented change since this strategy was first developed in late 2015; despite this – this strategy’s Vision Statement and Themes remain as relevant today as they did two years ago – living the NMC code in practice, keeping our patients safe, delivering an outstanding patient experience and leading the way in nursing research and education.

Nurses have a long tradition in leading change across the health service; this leadership is vibrant at The Royal Marsden, where the voice of nursing is strong and respected across our hospital and community sites. I draw your attention to our Chief Nursing Officers ‘Leading Change Adding Value’ programme – which directly links to the aims of our strategy whilst focusing on nurses leading the drive to reduce variation and standardise care.

Finally, nursing at The Royal Marsden remains strong and stable, however we are not immune from the external pressures that the profession and the country faces. Our nurses hail from over 20 countries – from across Europe and beyond. This broad diversity of our workforce is our key strength, mirroring that of the patients we serve, I would ask all nurses continue to ensure our staff, especially those new to the Trust, feel supported and welcomed to the great nursing community that is The Royal Marsden.



Eamonn Sullivan

Chief Nurse, The Royal Marsden NHS Foundation Trust



2. Our vision

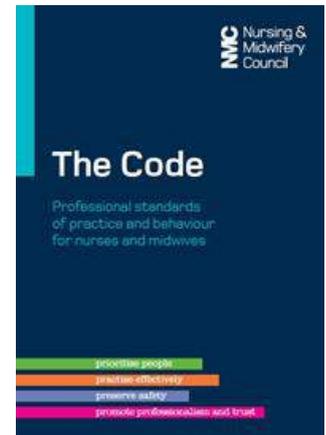


Aspiring to achieve excellence in patient care and experience and world class leadership in cancer and community nursing.

3. The Nursing and Midwifery Council (NMC) Code

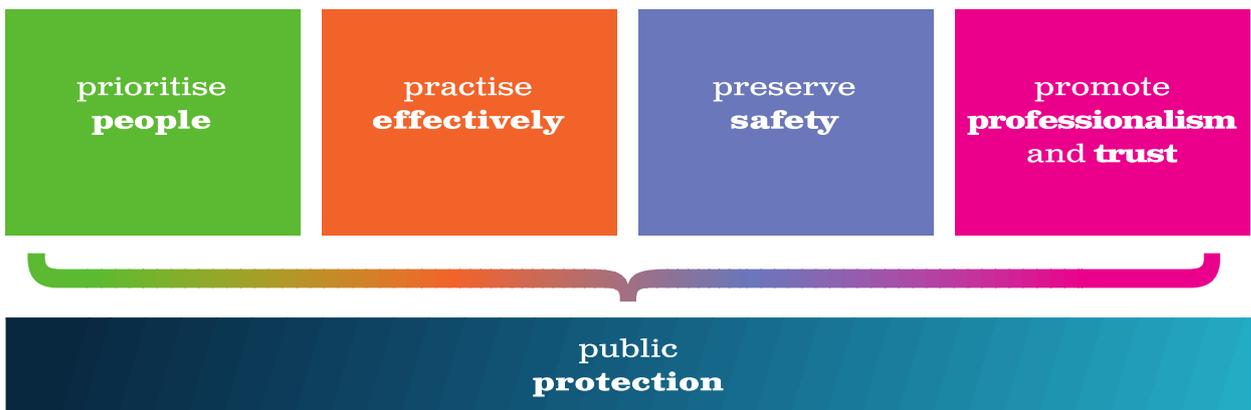
The code: professional standards of practice and behaviour for nurses and midwives, contains the standards that everyone, including patients and the public, can expect from a nurse or midwife.

The code contains the professional standards that registered nurses and midwives must uphold. UK nurses and midwives must act in line with the code, whether they are providing direct care to individuals, groups or communities or bringing their professional knowledge to bear on nursing and midwifery practice in other roles, such as leadership, education or research. The standards include ensuring practice is safe and effective, putting the interests of patients and service users first, and promoting trust through professionalism.



At The Royal Marsden we fully support the code and want to reflect its underpinning principles throughout the nursing strategy.

One Code, Four Themes. Together they signify good nursing and midwifery practice with the ultimate aim of public protection.



4. Delivering safe, effective and harm free care

We will deliver care which is free from avoidable harm and is underpinned by evidence, research and best practice with measurable outcomes ensuring we do the right thing at the right time.

How we will do this:

- As part of the 'Harm Free Care' programme we will publish our safety thermometer data every month on the patient safety dashboards on every ward and department demonstrating where we are doing well and where we need to make improvements.
- It is our ambition to increase the number of patients experiencing harm free care and to do this we are committed to the 'Sign up to Safety' campaign with an intense focus of reducing harm from sepsis, medication incidents and pressure ulcers over the next two years.
- Demonstrate a continued commitment to reducing health care associated infections.
- Have zero tolerance to incidents that have caused serious avoidable harm and use systematic reviews to ensure learning is shared across the organisation.
- When an incident or near miss occurs we will ensure we apply our Duty of Candour to be open and honest with our patients and explain what has happened and how we will learn from that.
- Ensure we meet our safeguarding responsibilities protecting adult and children's health, wellbeing and human rights, and enabling them to live free from harm, abuse and neglect.
- Improve communication processes between teams including safe handover, intentional rounding, SBAR tool and improved nursing documentation.



5. Providing a positive experience of care which exceeds expectations



Providing a positive experience of care means putting the experience of the patient, carers and their families at the heart of everything we do at The Royal Marsden.

How we will do this:

- Continually listen and involve patients in their care. Use patient stories as part of being open and honest.
- Centre care around the individual not the task or procedure being undertaken.
- Further develop nurse-led care initiatives that are already established such as those in urology, palliative care and teenage and young adults
- To have an on-going process to listen to and hear feedback from our patients and families using tools such as iWantGreatCare, the National Cancer Patient Experience survey the National Inpatient survey and in addition use local mechanisms such as View Point and the Listening Post.
- Publish our Friends and Family data monthly as part of the patient safety dashboard
- Deliver care in a kind compassionate and respectful way using competent and skilled staff.
- Develop ways to ensure that the public have confidence in the standards of care and experience we provide.

6. Maximising our reputation for excellence in nursing and leading the way in nurse education and research



Maximising the contribution of nurses to deliver and promote best practice, based on evidence and research. Ensure we recruit and retain excellent staff recognising and investing in their potential.

How we will do this:

- Alongside our colleagues in human resources, ensure we have the process to attract and recruit the highest calibre staff with the right skills, knowledge, attitude and behaviours which are aligned to the Trust's core values.
- Embed strengths based recruitment for band 7 ward sisters/charge nurses and further develop a programme for band 5 staff nurses and band 2 health care support workers.
- Ensure all new nurses joining the Trust have a comprehensive induction programme supported by clear objectives and expectations and mentorship in practice.
- Demonstrate an on-going commitment to the development of roles both new and existing including the development programmes for all grades of nurses and the significant learning opportunities available with The Royal Marsden School.
- Support the development of the health care support workers role including the Cavendish Care Certificate and ensure they have a voice within the organisation through the health care support worker open forum.
- Promote a nursing research culture and encourage nurses to maximise their potential through degree, masters and doctoral programmes.
- Continue to build research capacity and provide support for nurses conducting research through activities such as research mentoring, research coaching and The Royal Marsden Doctoral Seminar series.

- Increase the nursing publication rate and presenting at national and international conferences.
- Demonstrate ongoing innovation, role development and patient care improvement which challenge traditional professional boundaries through the innovation forum.
- Enable and encourage nurse leadership by enhancing the role of the ward sister/manager and freeing leaders to have time to lead.
- Support the delivery of high quality care through visible senior clinical leadership including Clinical Tuesdays and Schwartz Rounds.
- Celebrate the contribution of nurses at the annual nursing conference and increase the contribution of nurses to the staff annual awards.
- Capitalising on new technology and systems to enhance care delivery and release nursing time to care.



Life demands excellence



Radiotherapy and
Chemotherapy Services
FS38021 & FS38022

