Nursing Strategy 2016 – 2020
Accountable, Committed, Achieving
Introduction

As the Chief Nurses for NHS Blood and Transplant (NHSBT), we want to take this opportunity to thank you for your ongoing hard work and unwavering commitment to offering the best possible care to our donors, patients and their families.

We know that as nurses working in all parts of our Services you work every day to deliver excellence. You represent the finest traditions of the nursing profession through the care and diligence with which you facilitate donations and care for patients and their families. Your contribution is recognised at all levels within NHSBT. This Nursing Strategy sets out the corporate ambitions for our profession over the next 4 years. We as your Nurse Leaders will consult with you, listen to you and work with you to ensure we have the expert, caring and quality nursing workforce we need to move us forward and save and improve more lives.

This Nursing Strategy (2016-2020) describes our vision for the future of nursing within NHSBT. It describes where we will focus our energy and attention to further improve the care we provide. It also covers how we will support and empower you to be the best you can be. At the very heart of all we do are our values – Caring, Expert and Quality. These values epitomise the commitment we make as a professional nursing workforce to deliver the best service to all those we deal with, be they donors, patients, families, our colleagues or the healthcare professionals with whom we interact on a daily basis.

The progress we make against this Strategy will be reported to NHSBT Leaders through our annual nursing seminar to the NHSBT Board and will be shared with you all. This is a living document supported by a detailed action plan developed and delivered through a newly formed Nursing Council ensuring that it remains relevant to the work that we do.

NHSBT acknowledge that nurses are fundamental to providing high quality donor and patient-centred care. Nurses have a crucial role in ensuring we maintain our reputation as a world respected organisation. NHSBT nurses are already a dedicated, knowledgeable workforce and this strategy sets out how, as a nursing community, we will continue to go above and beyond to provide a world class service which is safe, caring and effective for donors and recipients. This Strategy will support and compliment your Directorate Strategy and strategic goals.

We are proud to present this Nursing Strategy on behalf of all the nursing colleagues we lead in our respective Directorates. Our thanks go to all nurses who contributed to the Nursing Strategy, your views have contributed to the creation of this important document. We look forward to continuing to engage with you to ensure the Strategy gives you the voice you need to develop and improve as nurses and further contribute to our life saving and enhancing work.

Anthony Clarkson,  
Chief Nurse and  
Assistant Director –  
Organ Donation

Catherine Howell,  
Chief Nurse –  
Diagnostic and  
Therapeutic Services

Jane Pearson,  
Chief Nurse – Blood  
Supply and Assistant  
Director Blood  
Donation Operations
Our vision

We work in changing times and as nurses we continually adapt to implement innovations and technologies that improve our practice. Working with our colleagues, service users and other stakeholders we will build on our existing foundations to continuously improve the care and experience of our donors, patients and their families.

As nurses who have chosen to work in NHSBT we all understand that how we practice our profession has a significant impact on our organisational ambition to save and improve lives through the services we provide. We each, as individual nurses, need to embrace the responsibility our role gives us, as carers, influencers and leaders and ensure that we conduct ourselves at all times in a way which exemplifies the ethos of our profession and the aims of NHSBT. As a part of this we should all fulfil the expectation of The Code laid down by the Nursing and Midwifery Council and understand and follow the standards of our professional practice model.

<table>
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<tr>
<th>As a Nurse:</th>
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<tbody>
<tr>
<td><strong>I am accountable for...</strong></td>
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<tr>
<td>• What I do and decide not to do</td>
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<tr>
<td>• Providing evidence based practice</td>
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<tr>
<td>• My professional registration and revalidation</td>
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<td>• My contribution to the team.</td>
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<tr>
<td><strong>I commit to...</strong></td>
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<tr>
<td>• Knowing and acting on what is important</td>
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<tr>
<td>• Keeping up to date and continually looking to improve quality &amp; safety</td>
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<tr>
<td>• Open, timely and clear communication</td>
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<td>• Taking care of myself and colleagues</td>
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<td>• Sharing my knowledge and expertise.</td>
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<tr>
<td><strong>I achieve...</strong></td>
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<tr>
<td>• The best possible quality outcomes</td>
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<tr>
<td>• Donors, patients and their families feeling safe in my care</td>
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<tr>
<td>• The highest standards of communication and team work</td>
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<td>• Job satisfaction.</td>
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Our achievements

Organ Donation and Transplantation

1,364 Deceased Organ Donors in 2015/16, the highest number ever
3,529 Deceased Donor Transplants in 2015/16, the highest number ever

“The SNODs were amazing, compassionate and caring and answered anything we needed to know. They have an extremely hard job and I cannot thank them enough for how they treated my daughter and my family, thank you very much.”

Organ Donor Family

Blood Supply

Received 5,928 formally registered donor compliments for 2015/16

“Today was my first donation and I will definitely be donating again. The nurse on session was so kind, taking time to talk me through the donation journey and answering all my questions. She checked on me during the donation and made sure I was OK before leaving.”

A Blood Donor

Diagnostic and Therapeutic Services

Red cell usage is currently 29 red cell issues per 1,000 population. The lowest ever. This means patients are only transfused blood components if they need them.

We produce 15 patient information leaflets relating to blood components. 98% of hospital trusts now provide information about blood transfusion to patients – a substantial increase from 65% in 2013

“It was such a pleasure to know that his donation has helped improve the quality of life for two separate people and as a family we take great comfort in this knowledge.”

Tissue Donor Family
Committed to our corporate values

As a profession we will commit to embrace and embed these values every day and in everything we do.

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<tr>
<th>Caring</th>
<th>Expert</th>
<th>Quality</th>
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<tr>
<td>Caring about our donors, their families, our staff and the patients we serve.</td>
<td>Being expert in meeting the needs of our customers and partners.</td>
<td>Providing quality products, services, and experiences for donors, staff and patients.</td>
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This Nursing Strategy outlines some challenging objectives for the forthcoming years. It identifies the six key themes which show how our profession can best support NHSBT to achieve its ambitions. We know that our nursing leaders, present and future, must be equipped with the knowledge, skills and tools to achieve our ambitions. The six themes recognise and embed support for the nursing profession in NHSBT. It recognises the essential fact that every nurse, at every grade and location within NHSBT is a Leader and an Influencer and should be trained and supported to embrace this responsibility. It also recognises the need for support, development and partnership between NHSBT and our profession so that together we can make NHSBT the world class service we know it can be.

We will bring the strategy alive through a workplan developed, implemented and measured by a nursing council. Every NHSBT nurse should identify how their contribution will help achieve its objectives.
Working with Donors, Patients and their Families

Working with donors, patients and their families to deliver excellence in care to provide them with confidence that they will always receive the care they deserve.

We will:
- Use a range of tools to gather feedback from those we interact with who may or may not use our services. This will include seeking the views of diverse and hard to reach groups
- Learn from complaints, concerns and compliments to continuously improve our care
- Empathise with those we care for, taking the time to consider the needs of our donors, patients and families
- Ensure that we have the right nurses with the right skills in the right places.

“It was such a pleasure to know that his donation has helped improve the quality of life for two separate people and as a family we all take great comfort in the knowledge.”

_Tissue Donor Family_

“Brilliant service considering the awful circumstances. Very professional but also very caring.”

_Organ Donor Family_

Example Measures:
- Meet all relevant standards as defined by the Care Quality Commission
- Achievement of directorate target/satisfaction scores for donors, patients and service users
Being the Best

Enabling and empowering nurses so that we can be the best that we can be.

We will:

- Listen and learn from nurses in order to understand what is most important for them
- Promote a culture where nurses feel valued and are able to be open and honest
- Create opportunities for all nurses to develop their leadership potential and to take accountability and responsibility for shared decisions
- Develop a culture where challenging and elimination of poor practice becomes the norm
- Ensure that our nurses have access to support structures and wellbeing programmes.

“I joined NHSBT as a Specialist Nurse – Apheresis in February 2016 to be part of an expert team which delivers a great donation experience for our donors, as well as ensuring high quality blood components are available to meet hospital demand. I couldn’t wait to work for an organisation that invests time in developing and supporting their staff to be the best they can possibly be, with the end purpose of Saving and Improving lives.”

Nurse in Apheresis Services

Example Measures:

- Targeted improvement of nursing feedback in ‘Your Voice’ survey
- Every nurse in NHSBT will achieve their Nursing and Midwifery Council revalidation
**Expert Knowledge and Skills**

To be recognised nationally and internationally for excellence in education and nursing practice.

**We will:**
- Enable nurses to access clinical supervision
- Pioneer innovative learning opportunities to enable nurses to deliver excellence
- Develop generic and bespoke career pathways for nurses
- Ensure our nurses are properly educated for the level of accountability they hold
- Ensure competency through initiatives to support and track the progress of new recruits to NHSBT to ensure they meet the exacting standards our nurses set.

**Example Measures:**
- Increase uptake of clinical supervision
- Increased academic profile in our nursing workforce

“Support from NHSBT has helped me to attain not only a BSc in Nursing Practice (Leadership) but also an MSc in Advancing Healthcare Practice. This study, with the Open University, has been instrumental in helping me to progress my career, to see issues from different perspectives and has developed me to question and improve my own and others practices.”

*Professional Nursing Lead Diagnostic and Therapeutic Services*
Preparing Every Nurse to Lead

Continuously build and strengthen nursing leadership to deliver improvements in clinical practice and service user experience.

The Nursing Strategy and associated workplan outlines some challenging objectives in the forthcoming years. To support the delivery of these objectives, the Nursing Strategy has identified the need to ensure our nursing leaders and leaders of the future are equipped with the knowledge, skills and tools to deliver our future ambitions. To facilitate this, it is recognised that nursing leadership requires ongoing development so that it continually creates a culture of innovation and challenge that will impact positively on the donor and patient experience.

We will:
- Create opportunities for nurses to invest time working alongside their teams to support and develop clinical best practice
- Deliver relevant clinical leadership programmes
- Seek out and develop talented individuals
- Develop a corporate plan for an ‘Exchange and Change’ programme to support career pathways.

Example Measures:
- Increase in the number of nurses successfully completing leadership development courses
- All PDPRs for nurses to include a discussion regarding their opportunity to lead and influence
Research and Evidence Based Practice

Encourage and support nurses to be involved in and lead high quality research and deliver evidence based practice.

The nursing profession recognises the importance of research for service users and for enhancing our clinical practice to benefit donors and patients. We acknowledge that in the past this has not always been an opportunity given to, or taken by, nurses. In light of this, we recognise that we need to understand the reasons that have prevented nurses from undertaking research and create a culture of research across the profession.

We will:
- Review all of our nursing documentation to ensure it is evidence-based, fit for purpose and reduces repetition. By doing this we wish to reduce the amount of nursing paperwork to give nurses more time to be with their donors, patients and their families
- Ensure that evidence and practice is closely aligned in all that we do
- Maximise opportunities to influence policy and practice development; leading on service and practice developments
- Support nurses to showcase and disseminate best practice
- Create opportunities for nurses to undertake research that can support their professional development whilst also positively impacting on the donor and patient experience.

Example Measures:
- Improvement in donor and patient care
- Increased number of external publications

“I felt very proud seeing my article in print. When writing for a publication I felt a great responsibility to provide accurate information and promote best practice; the power of such publications to influence practice although daunting is also inspiring. The rewards were also great; peer review validated my knowledge and expertise and that recognition boosted my confidence enormously."

Nurse – Patient Blood Management
Be an Employer of Choice

Attracting and retaining the best nurses to deliver world class care.

We will:

- Celebrate excellence, recognising and rewarding nursing innovation
- Deliver a student nurse placement programme
- Establish a nursing council to drive innovation in practice
- Ensure that we have the right nursing workforce with the right skills for our donors’, patients’ and families’ needs
- Create a nursing structure that supports the wider workforce, enhances donor and patient care and the experience of our service users
- Ensure that all nursing posts in NHSBT represent the best possible utilisation of our staff attributes and offer the best contribution to their Directorate Strategy.

Example Measures:

- Reduction in the volume of unfilled nursing vacancies and staff turnover
- Student nurse and University feedback on student nurse placements
- Increase representation of Black, Asian and minority ethnic nurses
Summary

This NHSBT Nursing Strategy embeds the commitments and ambitions of our profession within a living document that will be delivered through the work of the new Nursing Council. This Strategy exists in partnership with our Directorate Strategies and the Nursing Strategies of the four nations and we encourage you to consult with them as part of your ongoing professional development. The nursing environment will develop through the lifetime of this Strategy but we are confident that the aspirations contained therein will remain as relevant for us as Professional Nurses as ever. We look forward to undertaking this journey with you and leading nursing in NHSBT toward our ultimate aim to save and improve lives to 2020 and beyond.

Acknowledgements

The Nursing Leadership Team wish to acknowledge the following for their support and assistance in the preparation of this strategy:

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Donna Cullen, Nurse Consultant - Practice Development, Blood Donation.

Lorraine Fahey, Business Support to Anthony Clarkson, Assistant Director - Organ Donation and Nursing.