

HUTT VALLEY DHB

NURSING STRATEGY

July 2018–June 2023

Nursing at its best

*Tepanikiri pai o
ngaa neehi*





OUR VISION FOR

Nursing at its best
Tepanikiri pai o ngaa neehi

Tepanikiri translates to the 'tip of the mountain'. This is seen as a great achievement and in our strategy it means we have reached the pinnacle of nursing. It means we are doing the best we can to provide the right care to the right patient at the right time and in the right place.

Just like in the whakatauki - **Whāia te iti kahurangi ki te tūohu koe me he maunga teitei** (seek the treasure you value most dearly: if you bow your head, let it be to a lofty mountain) - we will continue to strive for the best.

All people and their families/whanau, accessing health care in the Hutt Valley, will receive excellent nursing care from a competent, culturally responsive, evidence-based and person-centered workforce.

This means:

- The right skill mix, in the right place, at the right time will be available
- The workforce will be resilient, flexible and adaptable; able to meet the needs of the changing population and work with patients across all community and health settings
- Patient safety will be a key focus across all aspects of nursing
- Resources will be allocated and used wisely to create a strong, confident nursing workforce
- Measurable and sustainable standards for the nursing workforce, will be monitored and achieved
- There will be strong and supportive nursing leadership across the District Health Board (DHB).



Foreword

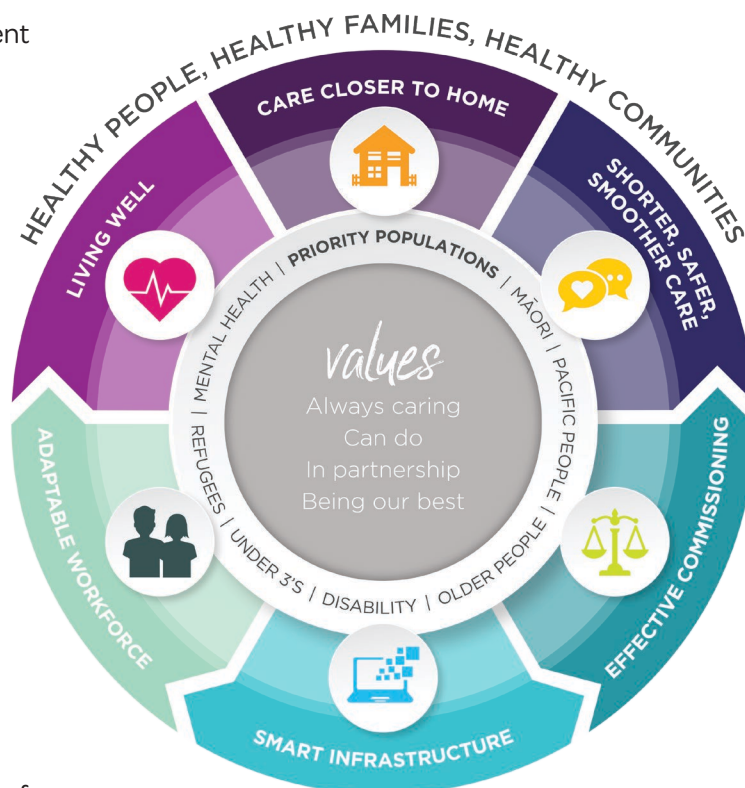
Nurses at Hutt Valley DHB (HVDHB) strive to provide exceptional patient care in an environment that continues to challenge. An aging population, the increasing complexity of individual health needs, more pressure on the nursing workforce to be more adaptable, an aging nursing workforce, and challenges in recruiting and retaining staff, continue to put pressure on our ability to meet safe staffing expectations.

We know our aging population brings greater complexity to care needs. As the HVDHB Strategy 'Our Vision for Change' shows, around 32 percent of the population is under 25 while 56 percent is represented by middle aged people. Population predictions show that between now and 2030, we face a significant increase in the number of people aged over 70 years, together with a decline in the number of people under 70. And, just over 17 percent of our population identifies as Māori, and 7 percent as Pacific, which brings increasing challenges for equity. .

At 30 June 2018, HVDHB employed 767 FTE with a mix of Registered Nurses, Midwives, Enrolled Nurses and Health Care Assistants. In 2015, 43 percent of the nursing workforce in New Zealand was 50 or over, and the mean age was just over 45. Our situation at HVDHB is similar. This is why we are prioritising a nursing workforce stocktake to better understand our workforce. What we do know is that 7 percent of the current workforce identify as Māori and only 2.6 percent as Pacific.

Our strategy has focus areas for development and support of the Māori and Pacific workforce. As we head towards a workforce that not only equals the percentage of the Hutt Valley Māori and Pacific population by 2028, we need to make sure our workforce reflects our community that accesses our services.

‘Our Vision for Change’ identifies our priorities as supporting people to live well, shifting care closer to home, and delivering shorter, safer, smoother care; with the key strategic enablers being an adaptable workforce, smart infrastructure and effective commissioning. ‘Nursing at Its Best - *Tepanikiri pai o ngaa neehi*’ considers every aspect of this vision, focussing on the nursing workforce and how we, as nurses, at HVDHB are a key part of ‘Our Vision for Change’ through implementation of our strategy.



‘All people and their families/whanau, accessing health care in the Hutt Valley, will receive excellent nursing care from a competent, culturally responsive, evidence based and person centered workforce.’

We’ve developed this strategy to support and shape the direction for nursing at Hutt Valley District Health Board (HVDHB) over the next five years. It has been developed through engagement with nurses across the hospital and community, and we have sought feedback from a range of other health professionals and service managers within the DHB. In this strategy, when we refer to HVDHB we mean ‘one system – one team’ so we include primary, secondary and aged residential care.

Ngā mihi nui

Chris Kerr

Director of Nursing
Hutt Valley DHB

Nursing strategic priorities for 2018–2023 *(in no particular order)*

A. Nursing workforce



- Build capacity and capability of the Māori and Pacific workforces



- Build capacity and capability of the unregulated workforce
- Develop an empowered and engaged workforce
- Have the right skills, to provide the right care, in the right place, at the right time by fully implementing the Care Capacity Demand Management (CCDM) programme
- Build capacity and capability of the workforce to meet the bicultural and multicultural needs of our community

B. Clinical leadership



- Identify, develop and support key leaders within the nursing workforce
- Develop a mentorship programme to support nursing leadership and succession planning
- Develop and implement frameworks that support advanced nursing roles
- Support forums that enable case presentations and sharing of conference papers

C. Education and professional practice



- Ensure opportunities and resources are available to meet the needs of the nursing workforce
- Ensure mechanisms are available to support those in advanced nursing roles
- Identify and support workforce development needs
- Support research to inform practice

D. Quality, patient safety and innovation



- Identify and implement evidence based practice



- Support innovation, advanced nursing practice, and changing models of care
- Support the embedding of a 'Just Culture' across the organisation



- Support nursing integration across all areas of the health system



A. NURSING WORKFORCE

PRIORITY	ACTION(S)	OUTCOME(S)
1. Right skills, right care, right place, right time, right numbers	Undertake a stock take of the current workforce and scope what is needed for the future e.g. new models of care, workforce opportunities, use of other workforces such as enrolled nurses, and flexing workforce opportunities	<p>Stocktake report will be produced, highlighting gaps and risk areas</p> <p>An action plan will be developed to address staffing issues</p> <p>Projections of number of advanced nursing roles (Nurse Practitioners, Nurse Prescribers) will be determined and included in the relevant service models for delivery of care</p> <p>Increased staff satisfaction and retention</p> <p>Safe staffing levels will be maintained 100 percent of the time</p>
	<p>Implement Care Capacity Demand Management (CCDM) programme:</p> <ul style="list-style-type: none"> Variance Response Management (VRM) FTE calculations Core Data Set (CDS) <p><i>Note: at the time of writing this strategy, CCDM related to hospital services only.</i></p>	<p>CCDM programme milestones will be met</p> <p>VRM implemented and visible across all areas of the hospital, and actively used to manage resource according to variance</p> <p>FTE calculations will be completed in line with annual budget setting</p> <p>Recommendations from FTE calculations will be implemented</p> <p>Staff levels in all wards/units will be maintained at base establishments according to FTE calculations</p> <p>Meaningful real time data through the use of a Balanced Score Card (BSC) will be utilised in all areas</p>
	Canvass the nursing workforce to find out 'What Matters To Them', identify and action areas for improvement	<p>Staff surveys show improved staff engagement and work satisfaction</p> <p>Increased staff retention</p>
	<p>Promote nursing as a career via:</p> <ul style="list-style-type: none"> Gateway programme Career forums at local colleges Profile 'A Day In The Life Of A Nurse at HVDHB' Kia Ora Hauora Māori Health Networks <p>Develop the unregulated workforce that supports the delivery of patient care</p>	<p>An increased number of Hutt people will take nursing up as a career</p> <p>An increased number of Māori will be appointed to nursing positions</p> <p>Uptake and successful completion of NZ Certificate of Health and Wellbeing (Level3) Health Assistance</p> <p>Annual review of training opportunities for HCAs</p>
2. Build capacity and capability of the unregulated workforce (e.g. Health Care Assistants (HCAs), Kaiawhina)		

PRIORITY	ACTION(S)	OUTCOME(S)
3. Develop and support a workforce with flexibility to respond to variable demands and changing needs.	Engage with Tertiary Education Providers (TEPs) to promote HVDHB as a good learning environment for student placements (RNs and ENs) and new graduate RNs applying through the ACE nursing process.	<p>RN student placements at HVDHB across all years (including the 9 week "Preparation for Registration (PFR) placement at end of year 3) will be in all clinical areas</p> <p>EN students are placed at HVDHB during their training</p> <p>An increased number of new graduate RNs will select HVDHB as preferred employer on ACE application forms</p> <p>The number of ENs applying for roles at HVDHB increases and are successfully appointed to roles</p> <p>Māori and Pacific student placements are proportionate to the relevant population of the Hutt Valley</p>
	Develop an EN programme to support and increase the capacity of HVDHB to employ and retain Enrolled Nurses	Feedback will report that ENs are valued as part of the nursing workforce at HVDHB
	Review NETP recruitment and develop a process to support and increase the capacity of HVDHB to employ and retain new graduates	<p>HVDHB will maximise the number of new graduates employed within the available HWNZ NETP funding</p> <p>Retention rates of new graduates beyond completion of the NETP programme will be monitored</p>
	Develop and implement values and cultural based recruitment processes	Values and cultural based processes are used throughout all nursing recruitment activity
	All Māori, Pacific and Hutt NETP applicants will be interviewed as a priority before others	<p>The % of Māori new graduates and Pacific new graduates employed will increase per intake</p> <p>The % of Māori new graduates will equal the % of Māori population by 2028</p> <p>The % of Pacific new graduates will equal the % of Pacific population by 2028</p>
	Engage with our community to promote HVDHB as the place to work	<p>Number of career days provided and number of attendees</p> <p>An increased number of nurses will apply for positions at HVDHB</p>

PRIORITY	ACTION(S)	OUTCOME(S)
	Nurses likely to retire in the next five years and those needing to consider other work options are supported with succession planning	<p>Nurses in leadership positions are provided with resources to have succession planning discussions</p> <p>Institutional knowledge is retained</p> <p>Exit interviews will reflect positive retirement</p> <p>Improved staff satisfaction around individual needs being met</p>
	Develop orientation and/or support programmes for staff moving roles within the organisation	Improved staff satisfaction
	Work with both the Māori and Pacific teams within the DHB to develop cultural competencies and support programmes for staff	<p>All nursing staff have received cultural awareness training, starting with nurse educators, to inform nursing practice and improve patient outcomes</p> <p>Māori and Pacific nurses report that they are well supported</p>
	Spread the word that 'Nursing in the Hutt' is the place to be through varying media, communication outlets and opportunities	<p>Number of applications for positions will increase</p> <p>Staff retention rates will increase</p>
	Review the resignation to recruitment process, provide recommendations and implement agreed system changes (internal, NETP talent pool, then look external)	<p>The average resignation to recruitment processes will be no more than 8 weeks</p> <p>Evidence will demonstrate that we are "Growing Our Own"</p>
	Explore and expand on opportunities for seamless nursing care across the sector including nurses providing care across the patient journey, irrespective of place of employment.	<p>Increased number of nursing services will be community based</p> <p>Compliments and feedback report a positive patient/whanau experience</p>
4. Develop an empowered and engaged workforce	Monthly nursing reports will be prepared by the Director of Nursing's office	<p>Nurses will report that they are fully engaged, informed and valued at HVDHB</p> <p>Nursing monthly reports are posted on the nursing section of the Intranet, and are readily available to all nursing staff</p> <p>The required skill mix of staff will be met</p>
	Identify and encourage uptake of career pathways for nurses to further develop and grow in knowledge and skills	<p>Nurses will progress along defined career pathways at HVDHB</p> <p>Improved staff satisfaction and staff retention of the identified workforce</p>
	Develop and implement strategies to ensure the aging workforce is supported to continue contributing to the workforce	

B. CLINICAL LEADERSHIP

PRIORITY	ACTION(S)	OUTCOME(S)
1. Identify, develop and support key leaders within the nursing workforce	Establish orientation programmes for nurses moving into senior roles	Feedback from orientation of staff will reflect they feel supported, confident and knowledgeable about the role
	Identify nurses who are interested in senior nursing roles	Clinical Nursing leaders will be identified and supported to progress within HVDHB
	Provide tools to support nurses moving into senior roles	Improved job satisfaction
	Support the provision of clinical supervision to frontline staff	Staff report feeling well supported in their roles and are more resilient to the changing environment of health
	Support participation in chief executive leadership and other leadership courses for identified leaders	Improved skill mix Improved job satisfaction
	Promote enrolment in training courses and participation in pathways for leaders	Number and % of nurses enrolled in leadership programmes
	Nurses in leadership roles, through coaching, mentoring and empowering others, will assist with the setting of direction for improving quality and change, doing what is right and setting an example for others to follow	Evidence of nurses leading or key party to quality improvement projects Evidence of nurse leaders on quality and improvement committees/groups Project evaluations and feedback will demonstrate that good relationships and networks are developed and sustained
2. Develop a mentorship programme to support nursing leadership and succession planning	Identify roles and staff for succession planning	Seamless transition into leadership roles
	Create a pathway for staff to develop as leaders	Institutional knowledge will be retained within organisation
3. Develop and implement frameworks that support advanced nursing roles	Develop and implement a nursing career framework for HVDHB	The numbers of nurses working in advanced roles across the DHB will increase Nurses in advanced roles will report being well supported within the relevant service and relevant KPIs will be met All requirements of the RN Prescribing Framework will be met
	Support forums for case presentation – Grand Round, Nurse Prescriber Group, Nurse Speciality group, Primary Health Care group	Increased sharing of knowledge amongst staff of up to date, evidence based practice
	Scope opportunities for sharing of nursing activity and achievements	



C. EDUCATION & PROFESSIONAL PRACTICE

PRIORITY	ACTION(S)	OUTCOME(S)
1. Identify the workforce development needs	Increase awareness and participation of the Professional Development & Recognition Programme (PDRP) and Annual Performance Review (APR)	Increasing number of nurses with a completed PDRP 100 percent of nursing staff will have Annual Performance Reviews completed
	Develop and support career pathways for nurses that meet organisational and patient health needs	Evidence of career pathways developed and implemented Health Workforce New Zealand (HWNZ) funding applications will support career pathways
2. Ensure opportunities and resources are available to meet the needs of the nursing workforce	Promote opportunities and skill development for nursing staff	Staff meet NCNZ 60 hours professional development every three years
	Encourage and support nursing staff to attend appropriate educational opportunities	Staff meet NCNZ 60 hours professional development every three years
3. Ensure mechanisms are available to support those in advanced nursing roles	Scope and support opportunities for advanced nurse roles that meet organisational and patient health needs	Reviewed and new models of care across the DHB will have considered and integrated the expanded nursing roles as part of the workforce. All HVDHB staff progressing advanced nursing roles with HWNZ funding will be well supported within their area of work. All HVDHB newly approved nurse prescribers and nurse practitioners will be employed and supported to work in their new scope of practice.
	Work with services to develop models of care that reflect population needs and integrate care	Access to care will be improved for patients, especially in mental health, aged care, and long term conditions
4. Research to inform practice	Support nurses in research opportunities	Practice guidelines will be evidence based

D. QUALITY, PATIENT SAFETY & INNOVATION

PRIORITY	ACTION(S)	OUTCOME(S)
1. Identify and implement evidence based practice	Implement evidence based resources and promote their use across the organisation (e.g. GCNE, Lippincott and Health Quality & Safety Commission NZ <i>"From knowledge to action – A framework for building quality and safety capability in the New Zealand health system"</i>)	All standards of care, policies and procedures, and quality improvement activities will reflect evidence based practice Increased use of electronic evidence based resources through audit processes
2. Support advanced nursing practice and innovation	Services will scope the viability of advanced nursing roles when reviewing models of care and will support nurses into these roles	Number of nurses completing the skills and knowledge required to be an advanced nurse practitioner Number of advanced nurse practitioners employed within HVDHB Advanced nurse practitioner satisfaction and retention rates
	Support implementation and effective use of mobile technology – Workstations on wheels, iPads	An increased number of staff have access to mobile technology and are accessing patient records easily
	Support the implementation and effective use of visual data tools (real-time data, Capacity Planning, Variance Response Management) and digital technology	Decisions made are based on real-time data Mobile technology will be used at the bedside All patient documentation is completed electronically in a timely manner Up to date patient information is accessed by all parties involved in care of the patient
	Support nurses and nursing teams to engage their clients/patients as partners in health service design and innovation	Co-design methodology will be used to design services and new models of care

PRIORITY	ACTION(S)	OUTCOME(S)
3. Support the embedding of a 'Just Culture' across the organisation <i>The 'Just Culture' concept represents an opportunity to improve care delivery systems for patients, and to improve the environment for those that work in that system, including nurses but extending to all others that work within it. It promotes a culture where errors do not result in punishment, but rather a process to uncover the course of the error. (Congress of Nursing Practice and Economics, 2010)</i>	Promote the HVDHB Values within all aspects of nursing	Staff satisfaction rates
	Implement the Values-Based Recruitment processes for all nursing recruitment	Improved nursing staff retention rates
	Monitor trends in patient safety events relating to nursing and promote shared learnings through non-identifying forums	<p>More patient safety events will be reported and managed through the organisations event reporting system by nursing staff</p> <p>Monthly trend reports will be available to the Director of Nursing (DoN)</p> <p>Quality groups on wards/units will be well functioning</p>
	Promote the value of reporting event, investigating root causes, and share the learnings in a non-punitive way to individuals	<p>DoN will receive notifications of all events involving the nursing workforce</p> <p>Event learnings will be disseminated to staff</p>
4. Support nursing integration across all areas of the health system	Support nurse participation in relevant integration work programmes e.g. Acute Demand, Healthy Ageing, Community Integration	<p>Nurses actively involved in integration work programmes</p> <p>Staff up to date with new models of care e.g. Health Care Home</p>
	Acknowledge and respect the part different nursing roles play in the patient journey	Nursing roles, with nurses working within the knowledge and skill levels that they have, will be incorporated into existing and new integrated models of care
	Explore the development of opportunities to enable nurses to experience different areas of the health system	Nurses will have a greater understanding of all areas of the health system and the differing inputs into the patient journey

Glossary of terms

ACRONYM	MEANING
ACE	Advanced Choice of Employment
APR	Annual Performance Review
BSC	Balanced Score Card
CCDM	Care Capacity Demand Management
CDS	Core Data Set
CE	Chief Executive
CNM	Clinical Nurse Manager
DHB	District Health Board
DoN	Director of Nursing
EN	Enrolled Nurse
FTE	Full Time Equivalent
GCNE	Global Centre for Nurse Executives
HCA	Health Care Assistant
HVDHB	Hutt Valley District Health Board
HWNZ	Health Workforce New Zealand
KPIs	Key Performance Indicators
NCNZ	Nursing Council of New Zealand
NETP	Nurse Entry to Practice
PDRP	Professional Development & Recognition Programme
PFR	Preparation for Registration
PHC	Primary Health Care
RN	Registered Nurse
TEP	Tertiary Education Provider
VRM	Variance Response Management

HUTT VALLEY DHB

