

NHS Education for Scotland

# Nursing and Midwifery Strategy

2014–2017



## Foreword

The role of the NHS Education for Scotland (NES) Nursing and Midwifery Team is first and foremost about making positive impacts on the experiences and outcomes of patients and those who access health and care services in Scotland. We aim to achieve these impacts through providing education and learning support for nurses, midwives and their support workers across the *Career Framework for Health* (1,2) to enable them to deliver evidence-informed care that is safe, person-centred and effective.

We know from research that when staff are supported emotionally and professionally and feel valued and nurtured, they are more likely to deliver the compassionate, safe, effective and person-centred care we all aspire to achieve for patients. Our education strategy builds on the professional values we share as nurses and midwives to enhance competence, compassion and expertise across the workforce, supporting staff well-being to enable them to better support patients, families and carers.

The first NES nursing and midwifery strategy, *Quality Education for a Healthier Scotland* (3), set out the key themes and priorities for NES nursing and midwifery education from 2011 to 2014. This refreshed strategy builds on the significant progress achieved to date and reinforces the value of education as a central force for promoting professional values and enhancing patients' experiences and outcomes.

The refreshed strategy, which sets out four strategic themes and associated priorities for action over the next three to five years, aligns our education outcomes with the *2020 Vision for Health and Care in Scotland* (4) and supports the nursing and midwifery contribution to achieving the NHSScotland quality ambitions of safe, effective and person-centred care. It takes its place alongside the NES *Refreshed Strategic Framework 2014–19* (5) and *The Next Chapter* (6), the allied health professions' education strategy, demonstrating the balance between NES' commitment to meeting specific professional requirements and the opportunities for greater multidisciplinary and integrated education and training.

Within the context of Health and Social care integration we remain committed to working in partnership to ensure sustainable provision of the best education and learning opportunities for nurses, midwives and support workers to directly inform their practice and improve health and care experiences for the people of Scotland. Embedding NHSScotland values and professionalism in everything we do will be central to our activity.

I would like to thank everyone who has contributed to this strategy. I now look forward to working with our partners to further enhance education and learning opportunities for nurses, midwives and their support workers and make a positive difference to the health and care experiences of the people of Scotland.

Dr Colette Ferguson

**Director of Nursing Midwifery and Allied Health Professions,**  
NHS Education for Scotland

# Who we are and what we do ...

## NHS Education for Scotland (NES)

NES is a national health board responsible for education, training and workforce development for those who work in and with NHSScotland. We have a Scotland-wide role in undergraduate, postgraduate and continuing professional development and maintain a local perspective through centres in Edinburgh, Glasgow, Dundee, Aberdeen and Inverness, with networks of staff with educational expertise working within health and other sectors.

Our education aims to support the health and care workforce to continuously improve the service they provide. We also support public service reform and current policy priorities through education for improving quality, service redesign and leadership and management, with a particular emphasis on enabling sustainability.



# Who we are and what we do ...

## The Nursing and Midwifery Team

Nursing and Midwifery is integrated within the wider Nursing, Midwifery and Allied Health Professions (NMAHP) Directorate. Our aims are to contribute to the delivery of safe, effective and person-centred care by:



- facilitating, developing and delivering sustainable education for nurses, midwives and their support workers across the Career Framework for Health (1,2)

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- promoting excellence in pre-registration preparation of nurses and midwives through robust performance management and continuous quality enhancement

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- leading and promoting the development and delivery of post-registration education and continuing professional development for nurses and midwives

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- leading and supporting innovative educational developments to meet changing service needs and new models of care

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- continuing to build and develop educational opportunities, support and capacity in the workplace.

We work within a multi-professional and multi-agency context, engaging closely with NHS Boards, the Scottish Government, the Nursing and Midwifery Council, Scotland's colleges and universities, social care and many other cross-sectoral partners and stakeholders, including patients and those who access NHSScotland services.

# Chapter 1. Introduction

*Quality Education for a Healthier Scotland* (3), our nursing and midwifery strategy for 2011–2014, was published in March 2011. The strategy defined seven key themes and a range of specific objectives to prioritise, plan and deliver education and learning for nurses and midwives.

Significant progress has been made across all of the strategic themes. We have been working with NHS Boards, universities, patients and those who access services and many other partners to support education for nurses and midwives in a range of ways – sometimes developing and delivering education resources, sometimes facilitating delivery of local and national education initiatives, sometimes brokering partnerships to drive educational developments, but always focusing on quality, sustainability and positive outcomes for patient care and experiences.

The original strategy has now come to the end of its defined duration. The time is right to recognise and build on the achievements and refresh our direction to reflect the new health and care policy landscape in Scotland and the changing needs of patients and those who access health and care services.

It is important to emphasise that this is a refresh, rather than a revision, of the original strategy. Consultation with stakeholders confirmed that the thematic structure the strategy adopted was the right approach. The refresh reflects the need to ensure our programmes of work continue to prioritise and embed high-quality education and training for nurses, midwives and their support workers in the context of national drivers such as:

- *Everyone Matters* (7), the Workforce 2020 vision for Scotland

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- *Setting the Direction* (8), the action plan for nursing and midwifery education in Scotland

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- health and social care integration

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- the shift of care from hospital to community and the aspiration to support people to live longer, healthier lives at home or in a homely setting

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- the Nursing and Midwifery Professional Assurance Framework for Scotland (9)

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- Nursing & Midwifery Council (NMC) revalidation for nurses and midwives.

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These national drivers provide the opportunity for us to strengthen our sense of purpose and drive for improvement. We will review our priorities and work with key stakeholders, including patients and people who access health and care services, to continually improve our education to help practitioners meet patients' needs and demonstrate professional values and caring attitudes in everything they do.



We value our role in facilitating collaboration and developing, maintaining and improving partnerships across the education, regulation and service landscape. While the refreshed strategy sets out a clear pathway for the future, we remain committed to adopting a flexible stance in the face of changing health and policy priorities and listening and responding to the views and concerns of stakeholders, including people who access services now and in the future.

Scotland has a vibrant and dynamic health and care policy environment and we recognise the significant part we will continue to play in meeting local needs and supporting improvement in patients' experiences. We will draw on the best available evidence to:

- ensure sustainable education provision for nurses and midwives across the Career Framework for Health (1,2)

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- promote NHSScotland values and professionalism in nursing and midwifery through education

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- demonstrate partnership-working with stakeholders

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- include nursing and midwifery support workers in our educational developments

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- promote innovation in education delivery and digital/ technological advances

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- respond to the changing service landscape, new models of care and patients' changing needs through education provision

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- strengthen the development of leadership and integrated team working
- promote continuous quality improvement and evidence-based/ informed practice
- focus on the education needs of specified groups, such as nurses, midwives, students and support workers in remote and rural settings.

Achievements since the launch of the original strategy have been substantial and significant and are evidenced in our annual reports(10). We now need to ensure that education progress and innovation become further embedded within NHS Boards, working with all our partners to focus on sustainability, prioritisation, national consistency and local ownership.



## Chapter 2. Strategic themes

The process of implementing the strategic themes from the original strategy has enabled us to build expertise and an evidence base. These themes now need to be taken forward to the next stage, enabling us to scale-up, embed and sustain our focus on key strategic outcomes and allocate effort and resource as appropriate to new programmes designed to meet the changing needs of patients and services.

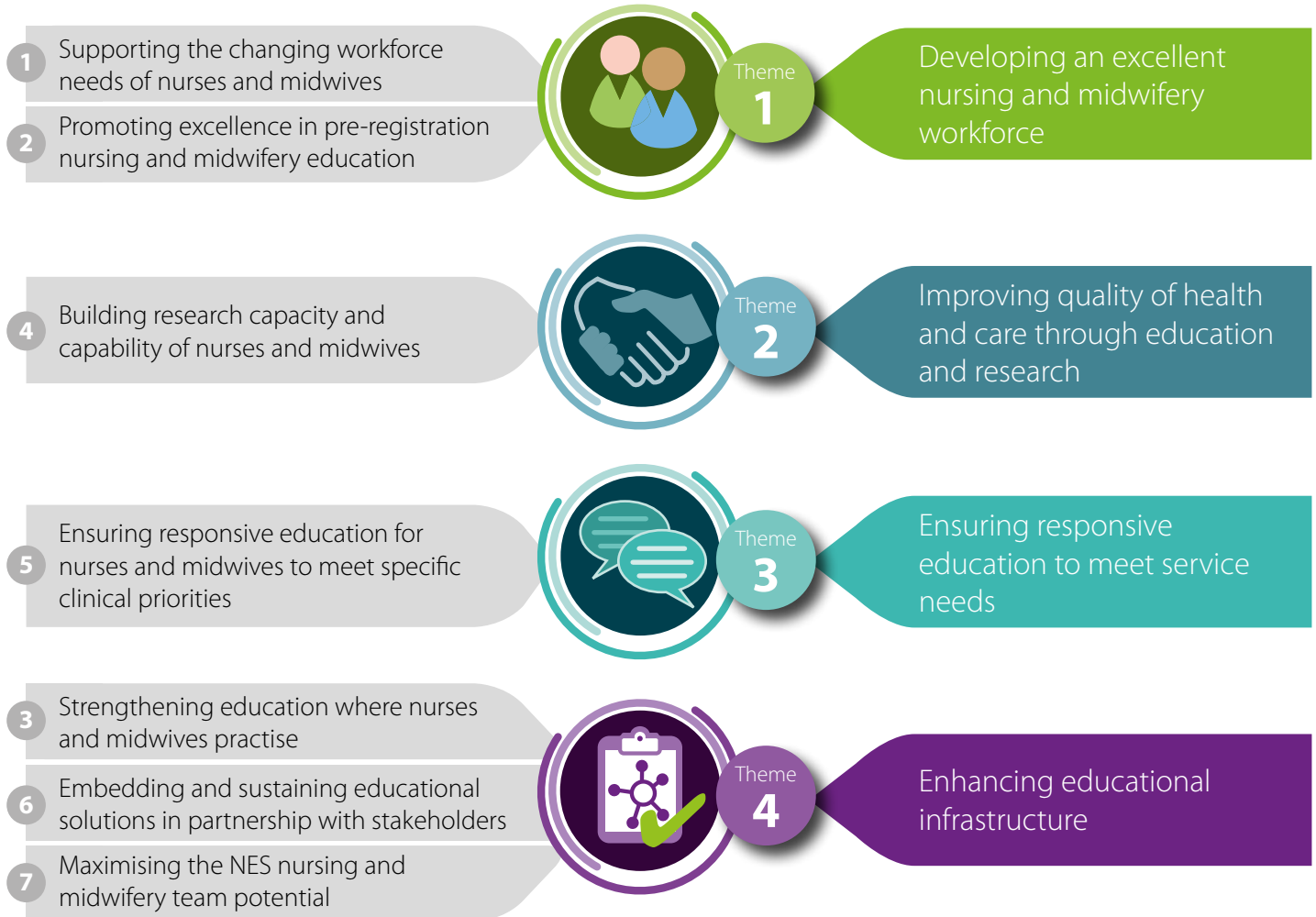
Reviewing the original strategic themes with stakeholders enabled us to acknowledge the progress made and goals achieved and recognise that the core issues addressed by them remain important. However, the themes have now been refined and distilled from seven to four (as shown in the table below) to enable harmonisation with national policy shifts and the NES *Refreshed Strategic Framework 2014–19* (5).

While the themes are presented separately for clarity, they should be considered as overlapping– they are strongly linked to, and influential of, each other.



Original strategic themes\*

Refreshed strategic themes



\*Reordered to reflect refreshed strategic themes



## Developing an excellent nursing and midwifery workforce

This refreshed theme focuses on workforce preparation and development across the nursing and midwifery family, from support workers, through pre-registration students, to all levels of registered practitioners, including advanced and consultant. It also recognises the need for ongoing education support for nurses and midwives practising by virtue of their registration in clinical, leadership, education, development and research roles.

### **Priorities for action are:**

- creating a more structured and co-ordinated approach to post-registration education and development activity by ensuring sustainable high-quality provision beyond registration
- further developing performance management and quality enhancement processes of pre-registration nursing and midwifery programmes
- creating access for support workers to education and development opportunities that articulate with wider policy and strategic initiatives and promote person-centred patient care
- strengthening nursing and midwifery clinical leadership capacity and capability.





## Improving quality of health and care through education and research

Adopting a continuous quality improvement and evidence-based/ informed approach to practice is essential to the delivery of high-quality nursing and midwifery services that improve patients' experiences and outcomes. This requires education that not only supports quality improvement, but also enhances nurses and midwives' capacity and capability to draw on research and evidence to improve practice.

### Priorities for action are:

- supporting nurses, midwives and their support workers to continuously review and improve their practice
- linking professional revalidation, continuing professional development and care quality
- increasing nurses, midwives and support workers' understanding of, and ability to use, quality improvement approaches and data
- enhancing nurses and midwives' capability to access, evaluate and appropriately apply research evidence to inform their practice
- further supporting clinical–academic partnerships and developments.





## Ensuring responsive education to meet service needs

Education for nurses and midwives needs to be responsive to the changing environments in which they work, reflecting movements in people's health and care needs, national and local policy aspirations, service redesign and reconfiguration, and new models of care. It must also reflect developing technologies and the opportunities they present for delivering and evaluating education in new, dynamic and interactive ways.

### **Priorities for action are:**

- providing education to support new models of care, such as transitional and unscheduled care, acute care in the community and the delivery of services in integrated health and social care systems to better meet patients' needs

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- promoting nurses and midwives' capacity and capability to work in, make a positive contribution to and, when appropriate, lead new cross-disciplinary, cross-sectoral teams

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- enhancing nurses' and midwives' abilities to work within and across organisational and sectoral boundaries in changing working environments and contexts

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- responding to the education needs of nurses and midwives working in specified areas, such as remote and rural settings, and those providing services to defined groups, including children and families during the early and school years, older people, those living with dementia, people with mental health problems and people with learning disabilities; and

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- maximising the potential of technological advances to improve and diversify education provision and evaluation.

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## Enhancing educational infrastructure

Education, like health and care is, above all, about people. When we speak about educational “infrastructure”, we certainly include structures, technologies and resources that allow us to support education for nurses, midwives and support workers. But more than that, we see the educational infrastructure as being composed of networks of people – the people who identify the need for education, those who design, deliver and quality-assure it, those who receive it, and those who benefit from it.

The ways in which education is supported and evaluated **in the workplace** will be strengthened. We will build on existing resources, such as practice and care home education facilitators. These staff focus on assessing and enhancing the workplace as a learning environment, working with the national network of practice educators to promote continuing professional development for registered nurses and midwives. This will enable:

- **support workers** to access appropriate education and enhance their competence and skills
- **pre-registration students** to receive the highest quality of support and supervision for learning to help them meet NMC standards and competences for entry to the register
- **nurses and midwives** to continue to develop their professional practice to ensure safe, effective and person-centred care and meet regulatory requirements for revalidation.





## Enhancing educational infrastructure

### **Priorities for action to support, develop and evaluate education in the workplace are:**

- strengthening the commitment to enhancing the workplace as a learning environment

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- building systems and processes to continually improve learning in the workplace

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- improving supportive and supervisory opportunities for nurses and midwives

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- extending use of the NES *Nursing and Midwifery Career-long ePortfolio* (11) to support revalidation.

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Our strength as a **Nursing and Midwifery Team** is based on the effectiveness of the people in the team. Supporting, nurturing and developing team members is central to achieving enhanced educational outcomes for nurses, midwives and their support workers and, as a consequence, improved experiences and outcomes for patients and those who use NHSScotland services.

As is the case for all other elements of the service, the constraints imposed by challenging economic circumstances make it all the more important to analyse our performance and ways of working critically to ensure maximum benefits for learners across NHSScotland, stakeholder organisations and patients. This will require a strong focus on developing existing skills and assets, strengthening partnerships to create best-value and best-quality education for NHSScotland, and succession planning to ensure continuity for the future.



## Enhancing educational infrastructure

### **Priorities for action within our Nursing and Midwifery Team are:**

- strengthening support to the workplace as a learning environment

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- delivering on clear education outcomes through coherent programmes of work

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- demonstrating collaborative working with key stakeholders, including patients and those who use health and care services, to develop viable and sustainable education programmes

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- drawing on experience and evidence to further strengthen and sustain national approaches to mentorship and enhance the practice learning culture within different care environments

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- continuing to support and develop mentors through the national practice education network

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- ensuring outcomes and deliverables are consistent with national policy and service delivery methods

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- building on a continuous improvement approach to further develop our performance and ways of working

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- continuing to ensure our work interfaces and articulates with that of other professional groups within NES and with partners

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- continuing to build strong multi-professional relationships and approaches to learning and education for nurses, midwives and support workers.

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## Chapter 3. Implementation

We need to ensure that the considerable progress made since the launch of *Quality Education for a Healthier Scotland* (3) in 2011 is continued and developed through concrete actions. The refreshed strategic themes will therefore be taken forward through action plans that we will develop with partners.

The refreshed strategy provides NES Nursing and Midwifery with a clear direction of travel. It builds on the progress made to date to identify key priorities for action. Our task now is to deliver on the aspirations and commitments it presents year on year, continuing to work with partners to provide NHSScotland and partner agencies with high-quality, sustainable and relevant educational resource and support for pre-registration nursing and midwifery students, nurses, midwives and their support workers.

The refreshed strategic themes set out in Chapter 2 and the priorities for action that emerge from them provides our strategic underpinning for the next three years. Specific operational priorities, however, are likely to be driven by the changing needs of the population and new policies, service delivery models, evidence-based professional practice and educational delivery methods, signalling a need for fresh educational approaches.

The intention is therefore to prepare a specific action plan with commitments to action for each year covered by the refreshed strategy. The action plans will clearly demonstrate and support the NES Nursing and Midwifery contribution to *Everyone Matters* (7), the Workforce 2020 vision for Scotland, and the strategic, operational and professional opportunities and challenges that will arise from health and social care integration. They will determine key actions that will be delivered by our different workstreams in pursuit of the strategic objectives, reflecting patient needs and contemporary policy, service, professional and educational environments, and anticipating future needs and priorities.

The action plans will be published annually alongside this document on the NES website, with summary commentary on achievements and challenges to date.



# References

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10. NHS Education for Scotland (2013) Quality Education for a Healthier Scotland. Annual report 2012–2013. Edinburgh, NES (<http://www.nes.scot.nhs.uk/publications-and-resources/corporate-publications/nhs-education-for-scotland-annual-report-2012-2013.aspx>, accessed 10 May 2014).
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