

## Board of Directors

<b>Date:</b>	4 November 2020	<b>Attachment Number:</b>	10 (ii)																
<b>Title of Report:</b>	<b>Pathway to Excellence Update</b>																		
<b>Purpose of the report and the key issues for consideration/decision:</b>	<p>Pathway to Excellence® (also known as the Nursing and Midwifery Excellence Programme) was paused by NHSE/I during wave 1 of the Covid Pandemic.</p> <p>ANHSFT re-started the programme in August 2020.</p> <p>The paper describes the progress to date with a revised timescale for delivery following the 'pause' .</p>																		
<b>Prepared by:</b>	Jenny Nolan, Lead Facilitator Pathway to Excellence																		
<b>Presented by:</b>	Jill Asbury, Director of Nursing																		
<b>Strategic Objective(s) supported by this paper:</b>	<table border="1"> <tr> <td><b>Financial Sustainability</b></td> <td></td> <td><b>Empower &amp; Engage Staff</b></td> <td>x</td> </tr> <tr> <td><b>Quality of Care</b></td> <td>x</td> <td></td> <td></td> </tr> </table>			<b>Financial Sustainability</b>		<b>Empower &amp; Engage Staff</b>	x	<b>Quality of Care</b>	x										
<b>Financial Sustainability</b>		<b>Empower &amp; Engage Staff</b>	x																
<b>Quality of Care</b>	x																		
<b>Is this on the Trust's risk register:</b>	<table border="1"> <tr> <td><b>No</b></td> <td>x</td> <td><b>Yes</b></td> <td></td> <td><b>If Yes, Score</b></td> <td></td> </tr> </table>			<b>No</b>	x	<b>Yes</b>		<b>If Yes, Score</b>											
<b>No</b>	x	<b>Yes</b>		<b>If Yes, Score</b>															
<b>Which CQC Standards apply to this report:</b>																			
<b>Have all implications related to this report been considered: (please X)</b>	<table border="1"> <tr> <td><b>Finance Revenue &amp; Capital</b></td> <td></td> <td><b>Equality &amp; Diversity</b></td> <td></td> </tr> <tr> <td><b>National Policy/Legislation</b></td> <td>x</td> <td><b>Patient Experience</b></td> <td>x</td> </tr> <tr> <td><b>Human Resources</b></td> <td>x</td> <td><b>Terms of Authorisation</b></td> <td></td> </tr> <tr> <td><b>Governance &amp; Risk Management (BAF)</b></td> <td></td> <td><b>Other:</b></td> <td></td> </tr> </table>			<b>Finance Revenue &amp; Capital</b>		<b>Equality &amp; Diversity</b>		<b>National Policy/Legislation</b>	x	<b>Patient Experience</b>	x	<b>Human Resources</b>	x	<b>Terms of Authorisation</b>		<b>Governance &amp; Risk Management (BAF)</b>		<b>Other:</b>	
<b>Finance Revenue &amp; Capital</b>		<b>Equality &amp; Diversity</b>																	
<b>National Policy/Legislation</b>	x	<b>Patient Experience</b>	x																
<b>Human Resources</b>	x	<b>Terms of Authorisation</b>																	
<b>Governance &amp; Risk Management (BAF)</b>		<b>Other:</b>																	
<b>Action Required: (please X)</b>	<table border="1"> <tr> <td><b>Approve</b></td> <td></td> <td><b>Discuss</b></td> <td>x</td> <td><b>Receive for information</b></td> <td>x</td> <td><b>Decision</b></td> <td></td> </tr> </table>			<b>Approve</b>		<b>Discuss</b>	x	<b>Receive for information</b>	x	<b>Decision</b>									
<b>Approve</b>		<b>Discuss</b>	x	<b>Receive for information</b>	x	<b>Decision</b>													
<b>Previously Considered By:</b>	<table border="1"> <tr> <td></td> <td><b>Date:</b></td> <td></td> </tr> </table>				<b>Date:</b>														
	<b>Date:</b>																		
<b>Recommendations:</b>	<p>That the Board of Directors receive the Pathway to Excellence update and</p> <ul style="list-style-type: none"> <li>Note the work that is taking place following the national pause in the PtE programme</li> <li>Note the revised trajectory for submission</li> </ul>																		

- |  |  |
|--|--|
|  | <ul style="list-style-type: none"><li>• Acknowledge the risks associated with that revised timetable and that some have yet to be fully understood.</li><li>• Support the continued work to deliver Pathway to Excellence within Airedale.</li></ul> |
|--|--|

# Pathway to Excellence®

## **1.0 Introduction:**

Following on from the last paper that set out the background and principles of the Pathway to Excellence®, this document is intended to inform the Board of current progress, taking into account the interruption caused by the Covid surge response across the organisation. This was echoed by NHSE/I and the project was halted, nationally, from April until August this year when discussion took place about restarting the work.

The paper will track current progress against the previous trajectory and provide an update on the Ruth May's, (England Chief Nursing Officer) position and support that has been agreed going forward.

As a refresh, the underpinning values of the project are to create a positive practice environment of which the underpinning components are :

- Quality
- Safety
- Leadership
- Professional development
- Shared Decision Making Council
- Well being

The value of which is to ensure that our staff feel valued and empowered which will result in a more engaged workforce and to better patient outcomes.

Working in collaboration with the organisation there will be a clear and definite strategy to support our registered nurses to thrive and flourish. Working in a well-supported environment where they are included, valued and encouraged to participate in matrix leadership models.

It is anticipated that whilst the programme is aimed at registered nurses, the approach and ways of work will ensure the inclusion of other staff groups.

## **2.0 Current CNO Position:**

The CNO meeting on the 3/8/20 explored the landscape post Covid and the desire of the 14 strong hospital cohort to recommence the work that was paused in April.

The cohort felt strongly that they could see the vision and the value of having the Pathway to Excellence® framework in their organisations, especially following such momentous times. Susan Aitkenhead, (National Lead) agreed that it was important to restart the project and that the original support from NHSE/I would look very different as the leadership support previously agreed with The Florence Nightingale Foundation (FNF) needed to be redesigned for an online delivery rather than Face to Face.

The cohort also asked for additional support from the American Nurses Credentialing Centre (ANCC) as it was previously expected that many of the cohorts would attend the conference and workshops, these were cancelled due to the pandemic.

Currently the FNF leadership support days have been rescheduled to be delivered virtually and the ANCC have been asked to provide online workshops to help with the application and submission process.

The re-arrangement of the previously planned support programme has put some delays into the timeline.

### **3.0 Progress to date:**

Jenny Nolan, PtE Facilitator returned to the role following her redeployment into Critical Care during July 2020

### **3.1 Quality and Safety**

This is picked up in a number of ways – supported by evidence demonstrating that staff who enjoy work, are supported and developed leads to improved patient care and outcomes and through the development of an Ward / Departmental Accreditation Programme with a focus on quality and safety metrics, including the range of people metrics.

A group has been established to develop this within Airedale led by the Head of Nursing for Medicine, Community and Therapy Services, taking the learning from other Trusts who have well developed systems and looking to apply them here with an anticipated completion date of Spring 2021.

### **3.2 Leadership:**

The coaching offer from OD which initially began as the 3 day training programme for those staff leading and servicing the councils is being extended for whole councils or individual members to provide ongoing support alongside an on-line training resource that is currently being devised.

Leadership development programmes are in place for ward and departmental managers, albeit they have suffered from a significant interruption during this year. These had been delivered in a traditional face to face format, the last was delivered in the virtual world and whilst some areas were successful, not all were. This is being taken into account for future planning.

A programme of development is being planned for those staff newly taking charge of wards and departments.

### **3.3 Professional Development:**

Many of these criteria overlap and have a positive impact on each component, as can be seen from the leadership offers to the professional development stream.

The national allocation of the monies to support continuing professional development opportunities for nurses, midwives and AHP staff is a significant addition to this programme, enabling a number of options that wouldn't otherwise have been available to teams. The second tranche of this funding has just been confirmed and the 'menu' will be shared with staff.

### **3.4 Shared Decision Making Councils / Health and Well-Being :**

Key priority was to gain feedback from staff following the first wave. Feedback sessions completed with wards 13, 16, ACCT, theatres and ward 9 to 'take the temperature' to establish if staff were ready to engage with the cultural change that the Shared decision Making Councils will bring. These suggested that :

- staff remained positive about the benefits that the councils will bring
  - described a strong feeling that it would bring a sense of engagement and direction to their teams
  - ready for change and they welcomed the opportunity to 'feed up'.
- Nine shared Decision Making Councils established on wards: - 4, 5, 6, 9, 16, Theatres x 2, ACCT & maternity. Ward 17, ED and ward 18 currently working towards a council.
  - Themed councils are being established, one for newly qualified registrants (nursing and midwifery including nursing associates) which meets 27.10.20 – facilitated by the pastoral nurse. A BAME council is in development.
  - First 'live council meeting' 9.9.20 – ward 9 presented their project and their plan; this is to develop staff drop in sessions to help with staff wellbeing. They developed a proposal in collaboration with psychology services, HR and Organisational Development (OD) which was widely accepted and is now in train.  
Other live council meetings to follow – week commencing 19.10.20
  - The ward / departmental councils feed into a Leadership Council, the first of which is scheduled for 24.11.20. At this the individual councils come and talk through their work and progress, the Leadership Council is a supportive forum, providing advice, support, 'unblocking' and a direct route to the Director of Nursing.
  - Staff identity : 'We are Airedale Nurses / Midwives'. This approach has been successfully used in other organisations, providing a sense of pride and identity and has been a successful recruitment 'hook'. A logo has been designed with the support of the Communication Team and is being made into badges (as shown below).
  - Feedback from newly qualified staff both current and past has suggested some form of identifying them as newly qualified would be helpful, some Trust's use an oak leaf insignia, our teams have suggested badges 'We are Airedale Nurses / Midwives' in green to denote that they are at the beginning of their nursing journey making Airedale the *#bestplacetowork* would be helpful.



#Airedalenurses



#Airedalemidwives

- The application process is significant , and preparation for this commenced in October 2020.
- Surveying nurses and midwives to determine their experiences and using this to test the spread and understand of Pathway to Excellence forms a core thread of the process. To this end a baseline survey was sent to 100 nurses, a sample survey from the ANCC was used with additional Covid specific questions. There was a 28% return rate, this will form the basis of the gap analysis and a baseline for future surveys to aim to build up to the desired 60% return rate. The ANCC is very specific on the response and return rate for the final survey and the language is designed for the North American system, therefore staff need time to acclimatise to this approach.
- The timeline has been revised to reflect the NHSE/I 'pause' and has captured the new predicted timings.

#### 4.0 Immediate Risks:

- Pandemic and the impact of a second wave alongside winter pressures, flu and the potential redeployment of both teams and the facilitator on the continuing roll out plan.
- Financial : the additional cost of pandemic related delays for Pathway to Excellence progression will impact both a national level as well as organisational. The detail of this is currently being worked through.

#### 5.0 Application and Submission:

This table reviews the current position of Pathway to Excellence® and the projected trajectory. Nursing and Midwifery Excellence officially relaunched by NHSE/I September 2020.

PREVIOUS TRAJECTORY	REVISED TRAJECTORY
Application originally scheduled for June 2020 – pre 'pause'	On line application preparation 2021
Submission originally for March 2021	Provisional date for submission February 2022

#### 6.0 Summary

There is significant enthusiasm from registered nurses and midwives to engage with the Pathway to Excellence Programme and they are already starting to see the benefits, using this as a vehicle to grasp and improve areas within wards that they feel would make a difference to them.

The pandemic has put a delay into the programme and the financial implications of this are not clear at the moment and a steer will come from NHSE/I

#### 7.0 Recommendation

The Board is asked to :

- Note the work that is taking place following the national pause in the PtE programme
- Note the revised trajectory for submission
- Acknowledge the risks associated with that revised timetable and that some have yet to be fully understood.
- Support the continued work to deliver Pathway to Excellence within Airedale.