



**NORTHERN IRELAND PRACTICE AND EDUCATION
COUNCIL FOR NURSING AND MIDWIFERY**

Quality Improvement Strategy

2019 – 2023

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Any request for the document in another format or language will be considered

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Foreword from NIPEC Chair and Chief Executive



We are delighted to present our Quality Improvement Strategy 2019-2023. This Strategy complements NIPEC's corporate plan and our statutory functions to promote high standards of practice, education and professional development in addition to providing advice and guidance for nursing and midwifery in Northern Ireland.

Our Quality Improvement Strategy sets out our commitment to:

- developing our staff, encouraging continuous learning and development; and
- creating a supportive culture which nurtures staff to lead quality improvement internally within our systems and processes and externally through our work streams and projects.

NIPEC works in partnership and collaboration with its stakeholders to co-design and co-produce resources which support registrants in the delivery of safe, effective, person-centred and compassionate care. Our Quality Improvement Strategy outlines our plans for the coming years to support the ongoing development of our staff and engagement with our stakeholders in quality improvement approaches and activities.

Quality Improvement is the responsibility of each of us – let us go forward together with purpose, enthusiasm and compassion.



SECTION 1

Introduction and Background

The purpose of NIPEC's Quality Improvement Strategy is to ensure:

- NIPEC Council members effectively monitor and support the quality of NIPEC's internal processes and external work streams.
- NIPEC's business objectives and work are aligned with Northern Ireland's Quality Improvement focus and approach so we can effectively meet the needs of our stakeholders.
- NIPEC's staff's knowledge and skills are developed in Quality Improvement methodologies and the Science of Improvement and, where relevant, are reflected in NIPEC's work.

What does Quality mean to NIPEC?

Edward Deming defines quality as everybody's business and this was adapted in the Q2020 Attributes Framework to state that "Leadership for Quality means:

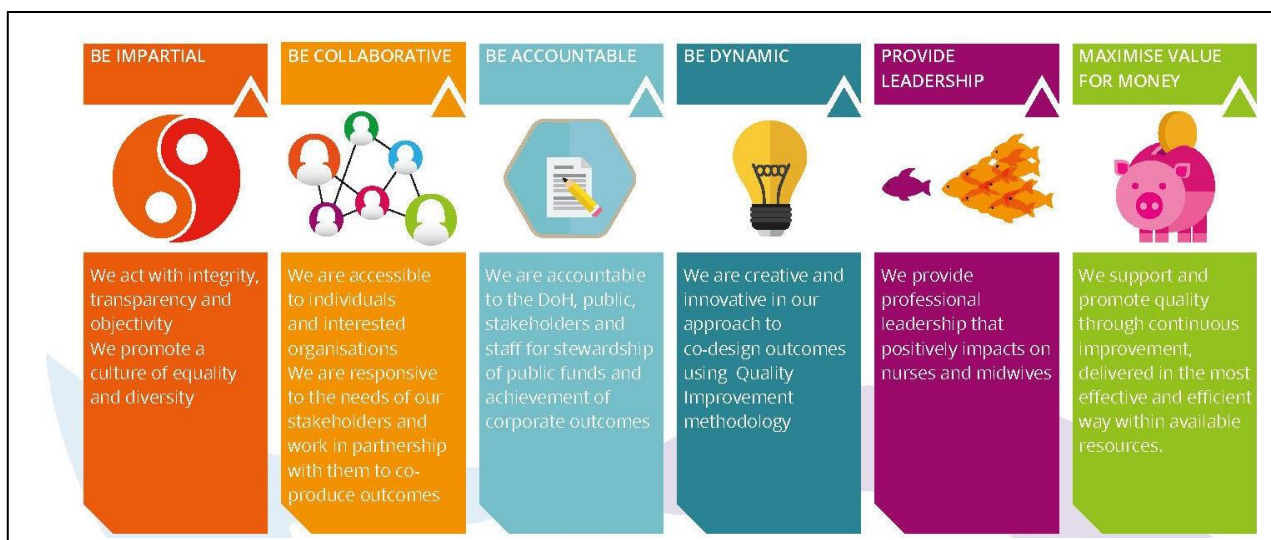
Making it possible for everyone, every day to do a better job with greater satisfaction, learning from and with their colleagues, in order to improve services."

This definition is embraced by NIPEC's Council and staff and we continue to strive to use quality improvement methodologies to help us improve our internal processes, inform our projects and how we work with our external stakeholders.

The HSC Collective Leadership Strategy is also reflected in NIPEC's Quality Improvement Strategy including the need for the leadership in NIPEC to nurture a culture that is: continually improving care and support; providing high quality care and support; and delivering compassionate care and support.

These values are reflected in NIPEC's own organisational values detailed in its Corporate Plan 2018-2023 (Figure 1).

Figure 1: NIPEC Values highlighted in NIPEC's Corporate Plan – 2018-2023



SECTION 2

NIPEC's Quality Improvement Journey

NIPEC's key statutory functions are to promote high standards of practice, education and professional development for all nurses and midwives in Northern Ireland. These are closely aligned to the Department of Health's Quality 2020 Strategy which promotes the delivery of safe, effective, person centred care, complemented by good leadership and effective partnership working.

NIPEC's staff are its greatest asset and enable it to meet its statutory responsibilities within a culture of improvement and continuous professional development. NIPEC's workforce comprises five Senior Professional Officers, who are NMC registrants, Senior Corporate Staff and Administrative and Information Officers. NIPEC's Professional team is supplemented with Associate Senior Professional and Professional Officers.

One of NIPEC's core values is to "Be Dynamic"; we continually challenge ourselves to be 'creative and innovative in our approach when undertaking our work in partnership with stakeholders. This involves co-designing resources, outputs and applying a wide range of Quality Improvement methodologies.

The following examples demonstrate NIPEC's Quality Improvement journey and the culture which is nurtured in the organisation and also externally with key stakeholders.

Externally Engaging with Stakeholders

Impact Measurement of NIPEC Outputs

NIPEC has always been focussed on Quality Improvement and in 2014 it developed its own *Impact Measurement Framework* (NIPEC 2014) in order to determine the effectiveness and utility of resources, developed with and for its key stakeholders. On an annual basis, NIPEC's Council members agree which of NIPEC's projects/resources the *Impact Measurement Framework* will be applied to and these are included in NIPEC's Annual Business Plan.

In addition, the Department of Health (2017) promoted an Outcomes Based Accountability (OBA) Framework which includes a mechanism for organisations to evaluate the effectiveness of their service delivery outcomes.

Stakeholder Events

In addition to co-producing resources with stakeholders, NIPEC hosts a wide variety of stakeholder events across Northern Ireland to meet the aim of its *Communication and Engagement Strategy* (NIPEC 2016) which is "to deliver effective communication and engagement which is accurate, timely, relevant and reliable". NIPEC also conducts surveys to seek ideas and suggestions on how to improve the effectiveness of its engagement with stakeholders which includes frontline nurses and midwives, detailed in NIPEC's 2018-2019 *Communication and Engagement Summary Report*.

Internally Nurturing Quality Improvement with Staff

Q2020 Attributes Framework Level 1 Training

NIPEC co-led the development of the *Quality 2020 Attributes Framework (DoH 2014)* which supports the implementation of the Quality 2020 Strategy. NIPEC continues to promote the implementation of the *Attributes Framework* and associated learning and development programmes. We are very proud to have over-achieved on the regional target of thirty percent of staff trained in *Level 1 Q2020 Attributes Framework* by 31 March 2018; all NIPEC staff, professional and corporate administrative and information officers have completed their Attributes Framework Level 1 training.

Photo: NIPEC staff awarded Level 1 Quality 2020 Attributes Framework badges



Investors in People

NIPEC's internal processes such as meetings including staff meetings, appraisal and supervision are effective supports for building a Quality Improvement culture. NIPEC was also successfully reaccredited with Investors in People (IiP) in 2018 and a small working group comprising Corporate Administrative Staff and a Senior Professional Officer is taking forward an action plan to ensure NIPEC continues to meet the IiP standard.

In addition, NIPEC encourages its staff to consider ways of doing their job better. Such ideas are discussed at team or staff meetings and testing of agreed improvements are facilitated by Senior Managers. If suggestions are effective then these improvements are formally agreed by the Senior Corporate or Business Teams and, where appropriate, are signed off by NIPEC Council. In addition, a compilation of some of staff's proudest achievements is presented in Table 1.

Table 1: NIPEC Staff's Individual Proudest Work Achievements

Redesigning, populating and mastering our new website	Enhanced external relationships with our Stakeholders
Improved efficiency in how I do my job	Senior Professional Officer successfully led the NI process to introduce the new model of Revalidation on behalf of the Chief Nursing Officer and Nursing and Midwifery Council
Mastering new financial and HR systems	Clean NI Audit Governance Report
Planning and supporting NIPEC annual conference	Safety, Quality and Experience (SQE) Programme
Completing and signing off projects	Working as a team
Supporting the Chief Executive, Chair and Council members	Keeping NIPEC's stakeholder contact details up-to-date
A Senior Professional Officer was recognised by <i>WeNurses</i> in a list of the top 100 registered nurses who have made an impact in nursing in 2018	A Senior Professional Officer was runner up in the Digital Health Awards for UK and Ireland Chief Nursing Information Officer of the Year 2018

Development of Staff

NIPEC supports the development of its staff through effective appraisal and personal development planning. In line with the Collective Leadership Strategy (DoH 2018) and NIPEC's Corporate and Business objectives, staff are supported to develop their knowledge and skills in Quality Improvement at the level appropriate for their role (Quality 2020 Attributes Framework 2014). In addition to the *Level 1 Attributes Framework* training programme, NIPEC Staff have also attained the following:

- Successful completion of Level 2 Attributes Framework training through South Eastern HSC Trust, *Safety, Quality and Experience Programme*, by one Senior Professional Officer (2016-2017) and in 2017-2018 by one Corporate Administrator and one Professional Officer.
- Successful completion Level 3 Attributes Framework training through Institute for Health Improvement, *Improvement Advisor Programme*, by one Senior Professional Officer (2018).
- Commencement of Level 2 Attributes Framework training through *Safety Quality Belfast Programme* by one Senior Professional Officer (2019).
- Commencement of Level 3 Attributes Framework training through Scottish Improvement Institute, *Scottish Improvement Leadership Programme* by one Senior Professional Officer (2018).

Team Building

NIPEC hosts staff team building events, as an opportunity to learn about each other's skills and abilities, in a relaxed environment and to allow for the generation of new ideas. The 2018 event provided an opportunity to engage staff to shape the Quality Improvement Strategy as well as enabling the team to re-energise and take time out to think about and plan for small step changes. An important part of the event also involved capturing staff's views on what Quality Improvement meant to each of them, and share examples of improvements already achieved. Examples include: storage of travel records on a central server; review and update of NIPEC email groups; and archiving and disposal of inactive accounts on NIPEC's online portfolio.

NIPEC staff's achievements in Quality Improvement related activities in 2017-2018 are featured in the montage in Figure 2 below.

Figure 2: NIPEC Staff's Achievements in Quality Improvement Related Activities



Health and Social Wellbeing Committee

NIPEC's Health and Social Wellbeing Committee, established in 2015, is another mechanism which promotes a caring and compassionate culture. The purpose of the Committee is to:

- provide direction and oversight for health and social wellbeing activities for staff;
- develop, co-ordinate and monitor a programme of activities for the year which helps to improve health and wellbeing and develop mutual respect;
- evaluate and review progress against the programme of activities, seek feedback from staff;

- where necessary, ensure that effective policies and procedures are in place to support the programme of activities and these are available to all staff; and
- provide regular updates and an end of year report to the Business Team and to the wider organisation.

The Health and Social Wellbeing Committee is made up of staff from across the organisation and they plan health and social wellbeing activities throughout the year, which are open to all staff to attend, if they wish. Some of the activities during 2018-19 are presented in Figure 3. In addition, through the auspices of the Committee, NIPEC staff nominates a local charity, on an annual basis, raising much needed funds which is then donated to the charity.

Figure 3: Programme of Health and Social Wellbeing Activities 2018-2019



SECTION 3

Delivering NIPEC's Quality Improvement Strategy

NIPEC's Quality Improvement Strategy focuses on the development of its staff, their knowledge and skills in Quality Improvement methodologies and how these can be implemented in internal and external quality improvement projects. NIPEC has developed a Driver Diagram (see Figure 4, page 12) to represent the key elements of the strategy and proposed change ideas and suggestions to facilitate NIPEC staff to meet the aim of this strategy for 2019-2023. NIPEC will commence testing of the change ideas during 2019-2020 and measure its achievement of small step change and improvement. The Driver Diagram will remain a live document and be reported on and updated via NIPEC's six-weekly Business Team Meetings.

In this Quality Improvement Strategy NIPEC is committed to the following:

- ***Staff Development and Training***

All staff to discuss, through staff induction/appraisals/supervision, with their Line Manager, what learning or development relating to Quality Improvement they would like to undertake or be involved in, related to their role.

- ***Quality Improvement activities***

All staff to identify a small, realistic and achievable Quality Improvement activity they would like to undertake or be involved in relation to their work area, or that of another colleague. Impact Measurement of NIPEC resources will continue as part of NIPEC's ongoing work programme.

- ***Annual Recognition of Quality Improvement***

Annual event where staff who have undertaken Quality Improvement activities and/or learning and development submit their work and receive recognition.

- ***Health and Social Wellbeing Activities***

Health and Social Wellbeing Committee will continue with activities and staff are encouraged and supported to take part in these.

- ***Communication and Engagement***

NIPEC Senior Professional Officers and Chief Executive with Chair of Council will continue to pursue effective engagement events with stakeholders to ensure we listen to their needs to promote high standards of practice, education and professional development. The recommendations from the 2018-2019 *Communication and Engagement Summary Report* will form the basis of the change ideas which will be tested during 2019-2020.

NIPEC Business Team will have Quality Improvement as a standing item on the Agenda of its meetings. The Driver Diagram will be reviewed annually by NIPEC's Council with the first review to be completed in March 2020.

Figure 4: NIPEC QUALITY IMPROVEMENT DRIVER DIAGRAM 2019 – 2023

