

**NHSBT Board****NHSBT Nursing Strategy 2021 – 2026**

25 March 2021

**Status: Official****Summary and Purpose of Paper**

This paper introduces to the NHSBT Board the strategic document designed to support the Nursing profession across NHSBT for the next 5 years. The strategy has been developed to reflect its position as an overarching professional strategy, offering the ambitions and priorities for supporting and energising a profession that sits at the heart of NHSBT's work to save and improve lives. This strategy is the second NHSBT Nursing Strategy, representing the ongoing corporate commitment to supporting Nursing and Nurses by listening and responding to their needs.

**Action Requested**

The Board is requested to:

- Discuss the role of the NHSBT Nursing Strategy as an overarching professional strategy designed to support the work of Nurses across all Directorates.
- Following appropriate discussion and challenge, formally approve the draft as the formal NHSBT Nursing Strategy for 2021 – 2026.

**Background**

There is a widespread recognition across the healthcare sector that the optimal way to plan to support Nurses to deliver excellent care is through the creation, maintenance and implementation of organisational Nursing strategies. From the Nursing and Midwifery Council and across the acute and private sectors Nursing strategies have become accepted as a vital part of the proper management and support to a profession that represents the voice of donors and patients within the organisation.

NHSBT recognised this fact in 2016 when the Nursing Leadership Team, following extensive engagement with Nurses across the organisation, developed and launched the first ever formal NHSBT Nursing Strategy. This strategy gained support from across the Nursing profession in NHSBT and has provided the framework for the development of the profession during the period of its tenure. The strategy formalises the commitment of NHSBT to the development of, and support for, its professional Nursing workforce.

**Development of the new Strategy**

Work to develop the new strategy has been ongoing since 2019 and has involved Nurses from across the organisation. The ambition was to build the second formal NHSBT Nursing Strategy by undertaking extensive and widespread professional engagement in a series of

formats that would enable as many nurses as possible to participate. A series of engagement meetings were held to gain input from the profession within NHSBT and to seek honest and unhindered feedback around how Nurses feel about their role, and future, within our organisation. Acknowledging that in a UK wide organisation such face to face contact can be impracticable for many Nurses the Strategy team also held online events, sent out questionnaires, opened dedicated email contact points and utilised existing Our Voice feedback.

The intention was to build a forward-facing professional strategy that embraced the ambitions of the profession and would seek to encourage Nurses to see NHSBT as a vibrant place to base their professional career. The outputs from these extensive consultation exercises were considered through a panel of senior Nurses from across Directorates and distilled into the priorities contained within the strategy.

The Nursing Strategy has been considered at several meetings of the NHSBT Executive Team and feedback from those meetings incorporated into the final version. The strategy acknowledges the symbiotic relationship between NHSBT and the Nursing Profession, each reliant upon the other to achieve and to deliver the shared ambition of saving and improving lives. To reflect the reality of this, the 6 strategic priorities are approached to illustrate the benefits of their delivery to both the Nursing profession and NHSBT as a whole.

### **The Corporate Nursing Strategy's Place within NHSBT's Framework**

The Nursing Strategy, as a strategy for the profession, sets out to represent the optimal support of Nurses in all roles, in all parts of the organisation. It is therefore an overarching strategy that supports the delivery of every strategy within NHSBT by seeking to ensure an engaged, supported and enthusiastic Nursing cohort that is ready and eager to play its role in all aspects of the work of NHSBT.

As such the priorities set out within the Nursing Strategy are holistic and global, seeking to address the professional needs and ambitions of Nurses, not to provide specific operational outputs such as would be found in the more traditional strategic document. This approach in no way negates the importance of a corporate strategy for Nurses and to Nurses. By formally recognising the ways in which individual Nurses can be supported to expand their skills, by recognising the need for a diverse and inclusive Nursing workforce and by setting out a vision for Nursing in NHSBT into the 2020's the strategy embeds a commitment to Nursing.

COVID-19 has illustrated powerfully how the healthcare environment can change radically, and unexpectedly, in a short time. In this pandemic Nurses in NHSBT have adapted to ensure that our vital services have continued and there is no doubt that Nurses will continue to adapt as NHSBT continues to innovate to deliver optimal services to our patients and healthcare partners. Consequently, the commitments contained within the strategy are framed to meet professional priorities while allowing methods of implementation to be determined that best meet current and future needs.

### **The Launch of the NHSBT Nursing Strategy**

Should the Board give approval the Strategy will be launched on International Nurses Day, 12<sup>th</sup> May 2021. Given the COVID-19 restrictions, the launch will be online and will seek to utilise NHSBT communications pathways such as Link and Yammer with Webinars and options for sending digital copies of the strategy to all NHSBT Nurses. Should conditions

allow, a future NHSBT Nursing Conference will be utilised to further socialise the strategy with Nurses.

### **Next Steps**

Once launched the strategic priorities will be monitored by the NHSBT Nursing Council who will be responsible for the creation of the action plans to meet the 6 strategic priorities. These will feed up to the NHSBT Nursing Leadership Team who will hold responsibility for progress. The Nursing Leadership Team shall update the Executive Team and Board as required via the Director for Organ and Tissue Donation and Transplantation who is the Nursing Representative on the Executive Team and Board.

### **Authors**

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**March 2021**