



NHSBT Nursing Council

Listening Representing Influencing

Nursing Strategy Refresh

Executive Summary

I am delighted to introduce our Nursing Strategy, a crucial step in strengthening our nursing workforce and ensuring the highest standards of care within NHS Blood and Transplant (NHSBT).

This strategy outlines our commitment to creating a unified, skilled, and sustainable nursing workforce that aligns with our corporate objectives.

To improve donor and patient care and workforce resilience, we are bringing together donor carers, Healthcare Assistants (HCAs) and nurses into a single, integrated nursing workforce. This approach will support career progression, enhance workforce planning, and ensure a consistent standard of care across our services. By establishing clear pathways for training and professional growth, we will empower our staff to deliver high-quality care efficiently and effectively.

To ensure this strategy reflects the needs and aspirations of our staff we undertook an engagement period. Through open conversations, listening events, and feedback channels, we shaped a strategy that is both ambitious and inclusive. Our workforce is at the heart of this transformation, and their voices play a key role in guiding its implementation.

Our Nursing Strategy is closely aligned with NHSBT's corporate strategy and the People Plan. This will ensure that our workforce development initiatives support broader organisational goals, enhance donor and patient safety, and contribute to a culture of inclusivity and support. By embedding the principles of sustainability, excellence, and continuous learning, we aim to position NHSBT as a leader in nursing innovation and best practice.

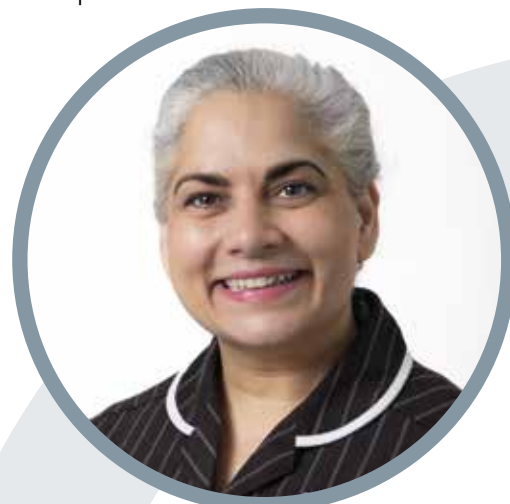
Recognising the diverse healthcare landscapes across the UK, we are committed to enhancing collaboration within the NHS, nationally, regionally and locally. By building strong partnerships with the devolved nations Scotland, Wales, and Northern Ireland, we will share best practices, standardise care delivery, and increase our collective impact on donor and patient outcomes.

At the heart of this strategy is a bold vision for nursing at NHSBT – one that champions excellence, inclusivity, and innovation. Our donor carers, nurses and HCAs are the foundation of our organisation, and we are committed to providing them with the necessary resources, training, and support to flourish in line with operational delivery. Through this strategy, we will cultivate a workforce that is future-ready, donor and patient-centred, and deeply valued within the NHS.

This is an exciting and transformative period for nursing at NHSBT. By working together, we can develop a workforce that not only meets today's challenges but is also prepared for the future of healthcare.

Denise Thiruchelvam

Chief Nursing Officer
NHS Blood and Transplant



Contents

Our mission, vision and strategic priorities	4
We have aligned our nursing strategy to five corporate strategic priorities:	5
Grow and diversify our donor base to meet clinical demand and reduce health inequalities	5
Modernise our operations to improve safety, resilience and efficiency	5
Invest in people and culture to ensure a high-performing, inclusive organisation	5
Drive innovation to improve patient outcomes	6
Collaborate with partners to develop and scale new services for the NHS	6
Our Nursing Workforce Strategy refresh will align with the strategic plans set out by the chief nursing officers in England, Wales, Scotland and Northern Ireland	7
Grow and diversify our donor base to meet clinical demand and reduce health inequalities	9
Modernise our operations to improve safety, resilience and efficiency	12
Invest in people and culture to ensure a high-performing, inclusive organisation	15
Drive innovation to improve patient outcomes	18
Collaborate with partners to develop and scale new services for the NHS	21
Appendix 1: Direct alignment of Corporate Strategy with Nursing Strategy	24
Appendix 2: You said, we did	26
Appendix 3: Governance structure of strategy (up and down)	28
Appendix 4: What we have achieved since the Strategy was created in 2021	30

Our mission, vision and strategic priorities

**NHSBT's mission is to save and improve lives.
This inspires and motivates us every day.**

As we look to the future, our ambition is to save and improve even more lives, creating a world where every patient receives the donation they need.

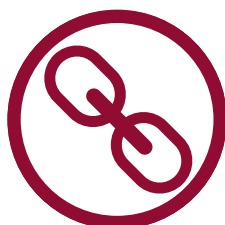
This is an ambitious vision which will require significant change to what we do and how we work. But we must be ambitious on behalf of the patients who rely on our critical products and services.

To deliver this we will focus on five strategic priorities:



Grow and diversify our donor base

to meet clinical demand and reduce health inequalities



Modernise our operations

to improve safety, resilience and efficiency



Invest in people and culture

to ensure a high performing, inclusive organisation



Drive innovation

to improve patient outcomes



Collaborate with partners

to develop and scale new services for the NHS

We have aligned our nursing strategy to five corporate strategic priorities:



Grow and diversify our donor base to meet clinical demand and reduce health inequalities

To ensure the future health of our donor base and registries, we must recruit the next generation of donors. In doing so, we will need to attract more donors from Black, Asian and minority ethnic backgrounds in order to provide appropriately matched products and reduce current health inequalities. With UK plasma now approved for the manufacture of immunoglobulins, we must also build an entirely new donor base to meet the government's target level of national self-sufficiency in this critical medicine.



Modernise our operations to improve safety, resilience and efficiency

NHSBT enjoys a strong reputation for safety, resilience and efficiency – this is our licence to operate. Maintaining this reputation will require us to systematically evolve our digital infrastructure, progressing towards the touchless supply chains of the future where we have reduced manual touchpoints and the requirement for individual decisions through the use of advanced analytics and automation. This will require ongoing efforts to upgrade our infrastructure and estate, automate processes and use data to drive new insight. The savings we release will be invested in transformation and/or returned to the NHS through price reductions.



Invest in people and culture to ensure a high-performing, inclusive organisation

Our success as an organisation is contingent on having a highly skilled and motivated workforce, that reflects the diversity of the population we serve. We aim to make NHSBT a destination of top talent and a great place to work for everyone. To achieve this aim we will work with our staff networks and trade union colleagues to revamp our approach to recruitment and promotion, providing ongoing learning and development, as well as flexible career pathways, for our people, and fostering a high-performing and inclusive culture through sustained investment in leadership and organisational development.



Drive innovation to improve patient outcomes

Emerging new technologies, such as genomics and machine perfusion, offer the opportunity to radically improve patient outcomes. Working with the National Institute for Health Research and others, we will invest in research and development, and drive innovation into practice. We will explore opportunities for taking novel innovations into commercial settings to generate additional income that can be reinvested. We will also build and analyse national data sets to understand patient outcomes and track the impact of different interventions over time. Doing these things will preserve headroom to invest in research and development that will be critical for us to remain world leaders in transfusion and transplantation medicine.



Collaborate with partners to develop and scale new services for the NHS

With plasma, we have demonstrated that there is latent potential in the organisation to develop and scale new services for the NHS by leveraging our unique infrastructure and specialist capabilities.

We see additional opportunities – for example, in cellular therapies – to step up and provide additional support to the NHS as it seeks to recover from the pandemic and fulfil the Long Term Plan. To deliver on this priority and realise our full potential as an organisation, we will need to raise our profile and actively pursue collaboration with external partners in areas of mutual interest.

Our Nursing Workforce Strategy refresh will align with the strategic plans set out by the chief nursing officers in England, Wales, Scotland and Northern Ireland

In England the 7Ps were put forward by Dame Ruth May, Chief Nursing Officer for England in November 2023. This includes five focus areas and two enablers of professional impact.

Focus areas

1. Protecting our planet
2. Prevention, protection, promotion and reducing health inequalities
3. Person-centred care
4. Public and patient safety
5. Professional leadership and integration

Enablers of professional impact

- People and workforce development
- Professional culture

Our Nursing Workforce Strategy aligns with the five focus areas, particularly in relation to the priorities of modernising our operations to improve safety, resilience and efficiency with regards to focus areas one and four. Our priority to grow and diversify our donor base aligns with focus areas two and three. Our priority of investing in people and culture aligns with enablers six and seven, and our priority of collaborating with partners to develop and scale new services for the NHS aligns with focus 5.

Northern Ireland nursing vision

- Workforce and workload planning
- Pre and post registration education and training
- Further development of career pathways beyond clinical pathways
- The development of a quality assurance framework for nursing and midwifery

Our Nursing Workforce Strategy aligns with the vision from Northern Ireland. Workforce and workload planning aligns with our priority of growing and diversifying our donor base as well as investing in people and culture. The strategy also identifies with pre and post registration education and training in the priority of collaborating with partners to develop and scale new services for the NHS. Further development of career pathways is reflected in our priority of investing in people and culture. The development of a quality assurance framework for nursing and midwifery is not exclusively identified in our strategy but we have included assessment and work of quality assurance in our priorities of modernising our operations to improve safety, resilience and efficiency.



Wales priorities 2022-2024

1. Leading the profession – invest in and develop nurse and midwife leaders at all levels in health and social care through dedicated leadership programmes.
2. Workforce – close the vacancy gap and attract, recruit and retain a motivated, skilled workforce.
3. Making the professions attractive – inspire people to enter the nursing and midwifery professions as the most attractive healthcare career choice in Wales.
4. Improving health and social care outcomes – deliver equitable, good-quality, person-centred care.
5. Professional equity and healthcare equality – create a nursing and midwifery workforce that reflects the population it serves and addresses inequalities.

Wales priority one aligns with our Nursing Workforce Strategy around investing in people and culture as well as collaborating with external partners and driving innovation to improve patient outcomes. Our priority of investing in people and culture also aligns with Wales priority three. Growing and diversifying the donor base aligns with Wales priorities four and five.

Scotland Nursing 2030 Vision key themes:

1. Personalising care
2. Preparing nurses for future needs and roles
3. Supporting nurses

Our Nursing Workforce Strategy aligns to the Scotland Nursing 2030 Vision. Our priority of growing and diversifying the workforce aligns to the Scotland Vision's theme one. Our priority of investing in people and culture and driving innovation to improve patient outcomes aligns to the Scotland Vision's themes two and three.

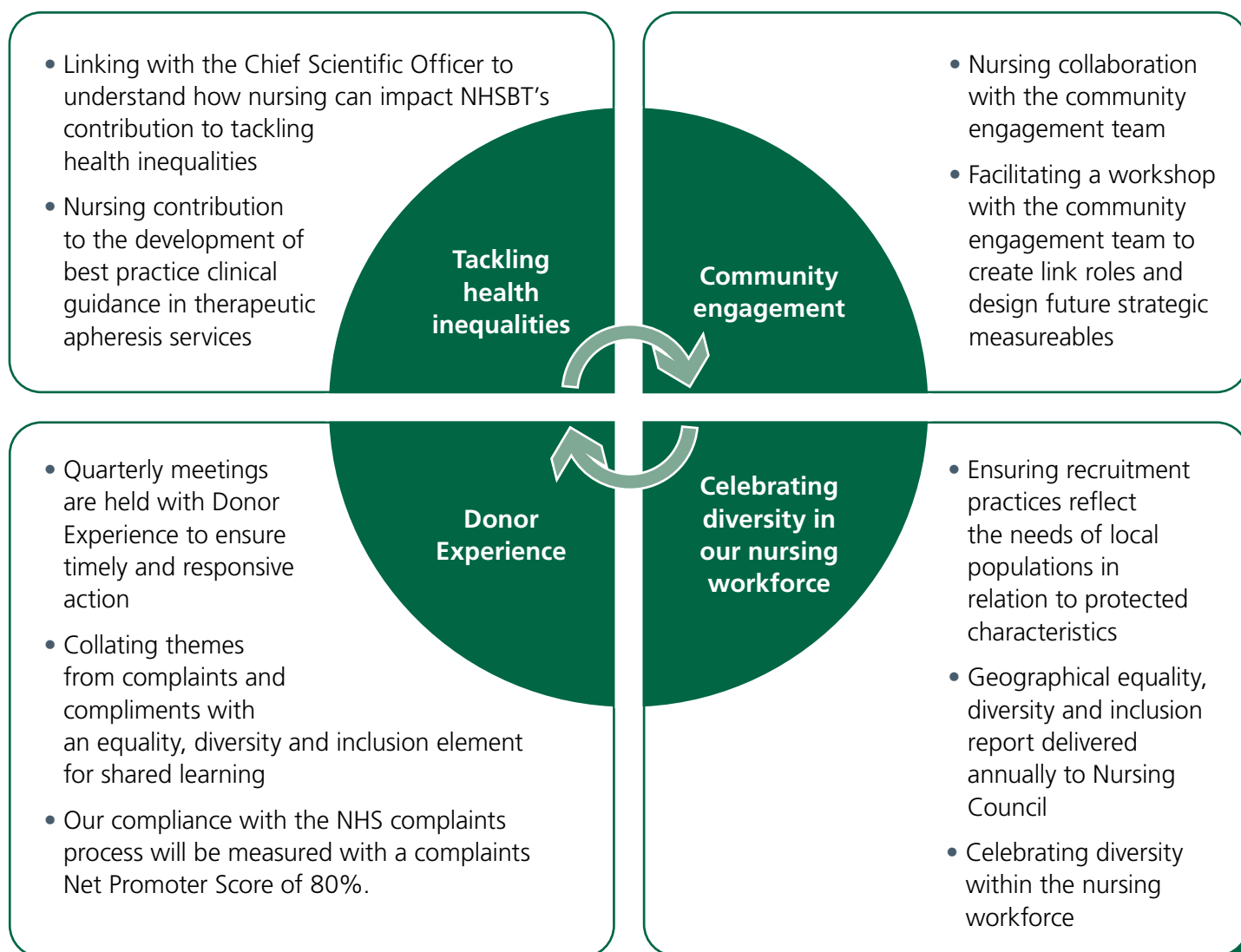


Strategic priority:

Grow and diversify our donor base to meet clinical demand and reduce health inequalities

We need hundreds of thousands of donors from diverse ethnic backgrounds to meet clinical demand for appropriately matched blood products, organs, tissues, and stem cells.

When looking at how the previous nursing strategy aligns with this priority, we identified a need to be innovative in recruitment, using the latest evidence and recognised recruitment practice, so that we are able to attract, select and appoint the talented nurses our donors and patients deserve. This includes action to support and increase the diversity of our nursing workforce, and using our unique position to tackle health inequality.







To grow and diversify our donor base we will:

- deepen our collaboration with trusted national, regional and local partners who can reach out and talk to the public and our priority audiences, ensuring nursing support in these activities when appropriate
- develop a nursing workforce that represents the populations we serve, ensuring we are best placed to deliver excellent care and services to all
- improve the donor experience in order to reduce barriers to donation and to increase donor retention, loyalty and advocacy
- use our unique position in the healthcare landscape to tackle health inequalities wherever possible
- ensure that donors' communication needs are identified, documented, met, flagged and shared in line with the accessible information standard

We will know we have succeeded when:

- we have established community engagement opportunities for the nursing workforce throughout the organisation as appropriate and in line with operational requirements
 - at all levels our workforce best reflects the diversity of the populations we serve
 - we have increased loyalty and advocacy by ensuring that the level of care provided is maintained, meaning donors and patients feel safe and confident to return
 - we are using feedback on the topic of equality and diversity to champion and promote inclusive ways of working
 - we are compliant with the NHS complaints process
 - we have an organisational model of co-production that supports nurses and patients/donors/donor families in their knowledge and delivery of this approach
 - we are communicating with donors and donor families in a way that they understand, using their preferred method of communication
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Case study: NHSBT community engagement

LGBTQ+ (lesbian, gay, bisexual, transgender and queer +) community engagement is crucial for NHSBT to demonstrate our inclusive and supportive culture. Visibility is key: when LGBTQ+ donors and their families see supportive healthcare professionals, it builds trust and encourages them to seek care without fear of discrimination. For colleagues, visibility promotes a culture of acceptance and inclusivity, leading to better teamwork and morale.

As a gay man and specialist nurse at NHSBT, representation and community engagement are very important to me. The LGBTQ+ Network, with its dedicated Pride leads, ensures that NHSBT has a strong presence at Pride events across the country. The Pride leads coordinate participation in parades and community stalls, reinforcing the message of support and solidarity.

Attending Pride events and representing the LGBTQ+ Network demonstrates NHSBT's commitment to equality and the diversity of our nursing workforce. Recent FAIR (For the Assessment of Individualised Risk) changes to blood and plasma donation policies have made the process more inclusive for men who have sex with men, focusing on individual risk assessments rather than blanket restrictions.

NHSBT aims to be intentionally inclusive in its daily practice, ensuring all users and colleagues receive respectful and equitable treatment. These efforts by the organisation are vital for the health and wellbeing of the LGBTQ+ community and for promoting an inclusive healthcare experience.



Photo: NHSBT at Birmingham Pride 2024.

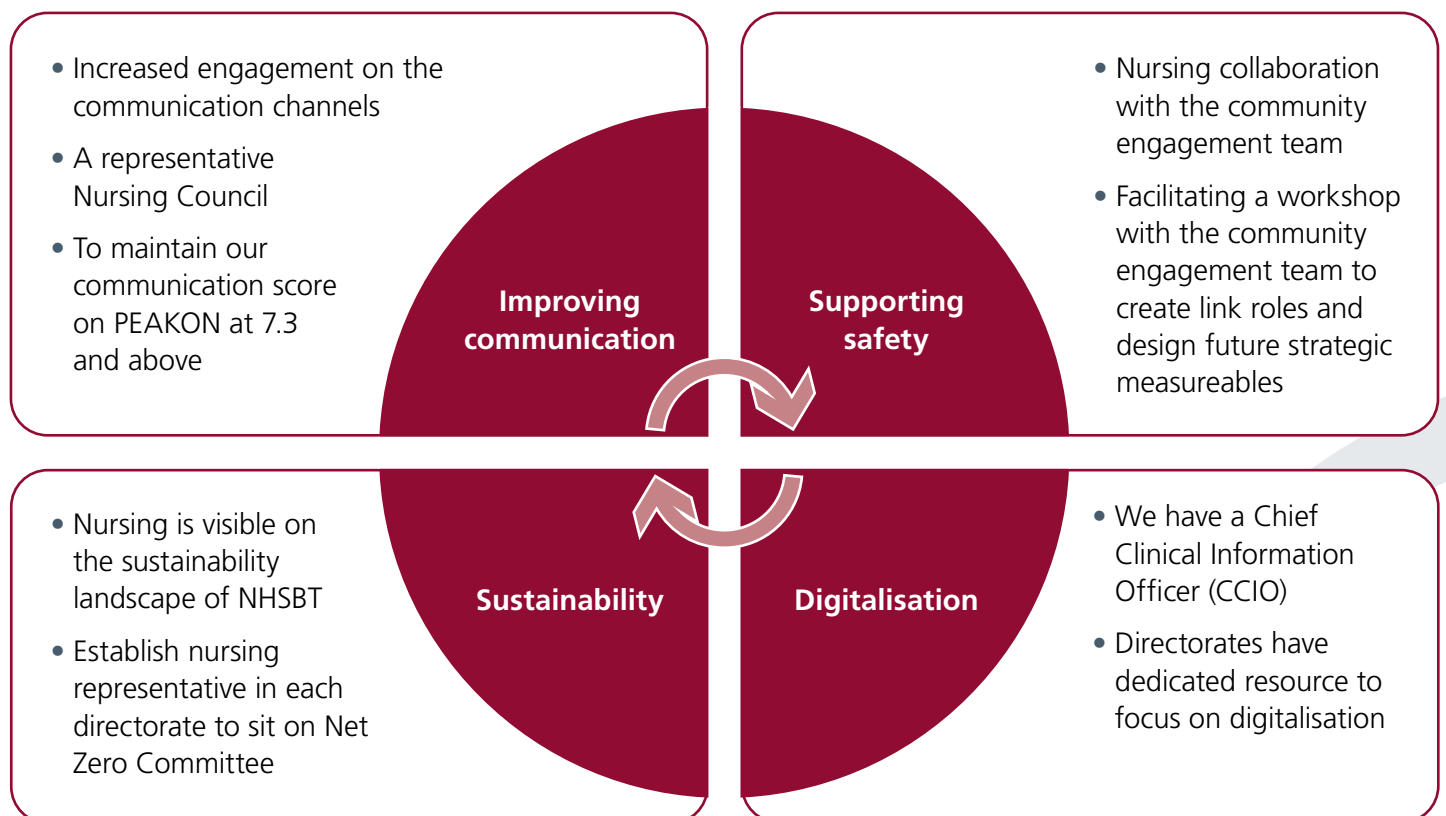
Credit: Jonathan Endres.



Strategic priority:

Modernise our operations to improve safety, resilience and efficiency

A safe, accessible and effective service from NHSBT sits at the heart of NHS patient care and allows our hospitals to provide a lifeline to thousands of people every year. We enjoy a strong reputation for safety, resilience and efficiency in providing this service. Maintaining this reputation is critical: this is our license to operate. As a nursing workforce, we aim to achieve this by improving our communication channels, ensuring that best practice can be shared effectively. We will also continue to strive for compliance with our mandatory training including extending basic life support requirements to all patient and donor-facing staff. We will travel forwards with our aims to digitalise and ensure that our staff have the support and skills required for this. Working together with the whole of NHSBT, nursing will contribute to achieving net zero by 2040.



To modernise our operations we will:

- ensure we have a process in place for communication with the entirety of the nursing workforce
- support effective safeguarding
- reduce harm to donors, patients and staff and improve regulatory compliance
- streamline and, where possible, digitise and automate our end-to-end processes to improve safety and deliver efficiencies
- drive continuous performance improvement using benchmarking, data and analytics, as well as international best practice and alignment with the devolved nations
- establish safer staffing models reflecting NHSBT needs (different for each directorate)
- ensure nursing contributes to creating the roadmap to achieve Net Zero and climate resilience by 2040

We will know we have succeeded when:

- nurse engagement levels with the communication channels increase, nurses feel up to date and listened to
- we meet our safeguarding responsibilities, protecting adults and children's health, wellbeing and human rights, and enable them to live free from harm, abuse and neglect. All of the nursing workforce will be appropriately trained in safeguarding
- adult and paediatric basic life support is available in line with job role requirements. All NMC registrants will be compliant with basic life support
- we have increased assurance and oversight of the immunity status of our nursing workforce when working with patients/donors/donor families and for the protection of our staff
- nursing plays a fundamental part in the design and supports the creation of a nursing bank process across the organisation, where appropriate
- we benchmark well against our international peers and ensure devolved nation representation in nursing matters
- nursing impact and contribution is evident in the Net Zero and climate resilience roadmap and we are on track to achieve this by 2040

Case study: Safeguarding Level 3 design

A bespoke Level 3 Safeguarding course has been developed for NHSBT staff requiring a higher level of training. Although the national L3 eLearning package outlines the core skills for safeguarding practice, it does not reflect the unique nature of NHSBT services and the context through which we are expected to safeguard our staff, donors or the public.

The new course covers both child and adult competencies and cross-directorate learning from real-life safeguarding situations within NHSBT services. The content addresses the challenges of safeguarding

at an individual level within a national organisation through practical activities to support staff in finding and making referrals to appropriate local agencies. By bringing together child and adult competencies, our staff are better equipped to “think family” or “think community” and consider other actions that they may be required to safeguard. The introduction of this course has also positively impacted upon mandatory training compliance rates, enabling compliance after a single episode of training (in contrast to the national eLearning packages that are modular).



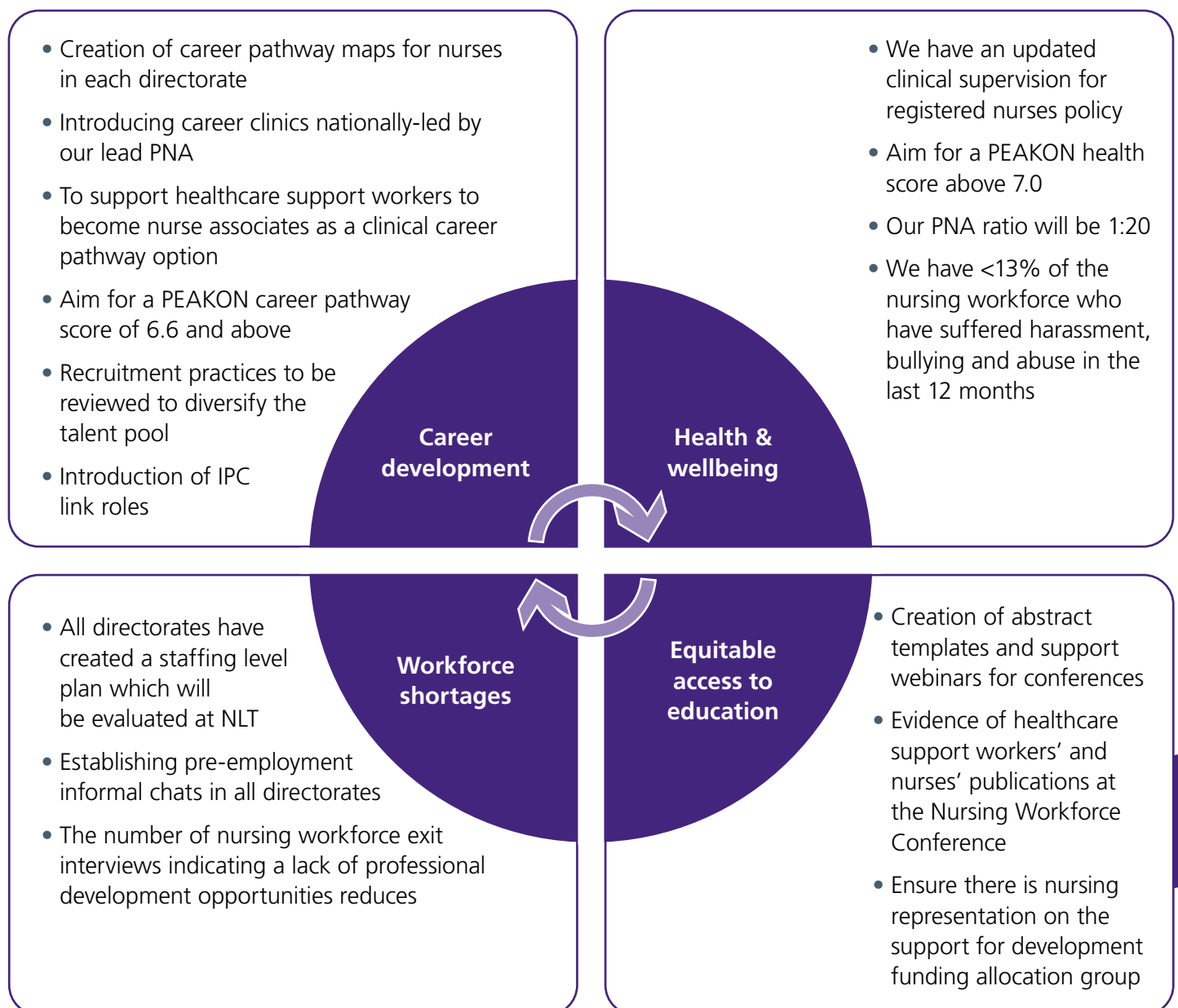
Strategic priority:

Invest in people and culture to ensure a high-performing, inclusive organisation



We currently employ more than 6,000 people in a wide range of clinical, scientific, operational and functional roles, many of which are unique in the NHS. The nursing workforce makes up 40% of this total. As such, we are responsible for providing them with the training they need today, whilst preparing them for the new roles and requirements of tomorrow.

Against a national backdrop of workforce shortages and increasing expectations for both flexible working and flexible career paths, we will face increasing competition and challenges in recruiting and retaining staff, especially those with specialist skills. It has never been more important for us to attract, develop and celebrate a diverse work force. We want people to feel valued, supported to do their best work and able to flourish and develop their careers at NHSBT. We are also committed to ensuring our workforce has access to high quality leadership training with a focus on inclusive and compassionate leadership.





To deliver our People priority we will:

- align with the People Plan, encouraging nurses to Join, Stay and Thrive
- establish clear clinical career pathways from Band 3 through to Band 8 for our nursing workforce to invest in staff development and improve staff retention
- improve how we design, evaluate and recruit into roles to make the process more flexible, efficient, consistent and fair
- foster a culture where nurses feel safe to explore roles within other directorates and promote cross-directorate working
- empower all members of the nursing workforce to represent NHSBT at internal and external conferences
- develop compassionate leaders and managers with the skills, capabilities and tools needed to ensure high-performing teams
- help people to reach their full potential by providing equitable and relevant access to funding for learning, development and career opportunities
- work in partnership with our nurses, diversity networks and external partners to make NHSBT an even better place to work for everyone

We will know we have succeeded when:

- nurses are aware of career development pathways and are not leaving the organisation due to lack of development opportunities
- we have a reduction in bullying, discrimination and harassment as measured by the staff survey and leaving conversations
- our nursing workforce feels motivated, valued and engaged
- we have improved health, safety and wellbeing
- NHSBT has vacancy rates that sit lower than the national average for the nursing workforce
- we are collaborating with all NHSBT network chairs to strategically align career development pathways to ensure access to opportunities is equitable

Case study: PNA implementation

Following the Covid pandemic and the high levels of emotional stress that nurses experienced, a new role, the Professional Nurse Advocate (PNA) was introduced into the NHS to support nurses. NHSBT nurses had experienced compassion fatigue, professional isolation and burnout, so it was vital to improve the support that they could access. PNAs are trained to facilitate restorative clinical supervision (RCS) and support professional development discussions and quality improvement projects.

The organisation now has 50 qualified PNAs, with more awaiting training places as they become available. The number of nurses accessing PNA support has increased, from 13 nurse attendances for RCS increasing to an average of 77 each month. A total of 117 quality improvement projects have been supported since the PNA service was implemented in 2022.

Initial data shows that since the implementation of the PNA role in NHSBT, the number of nurses leaving the organisation has reduced year on year and absences due to stress-related sickness have also reduced.



**Photo: PNA Symposium
June 2024.**

Credit: Laura Owen.

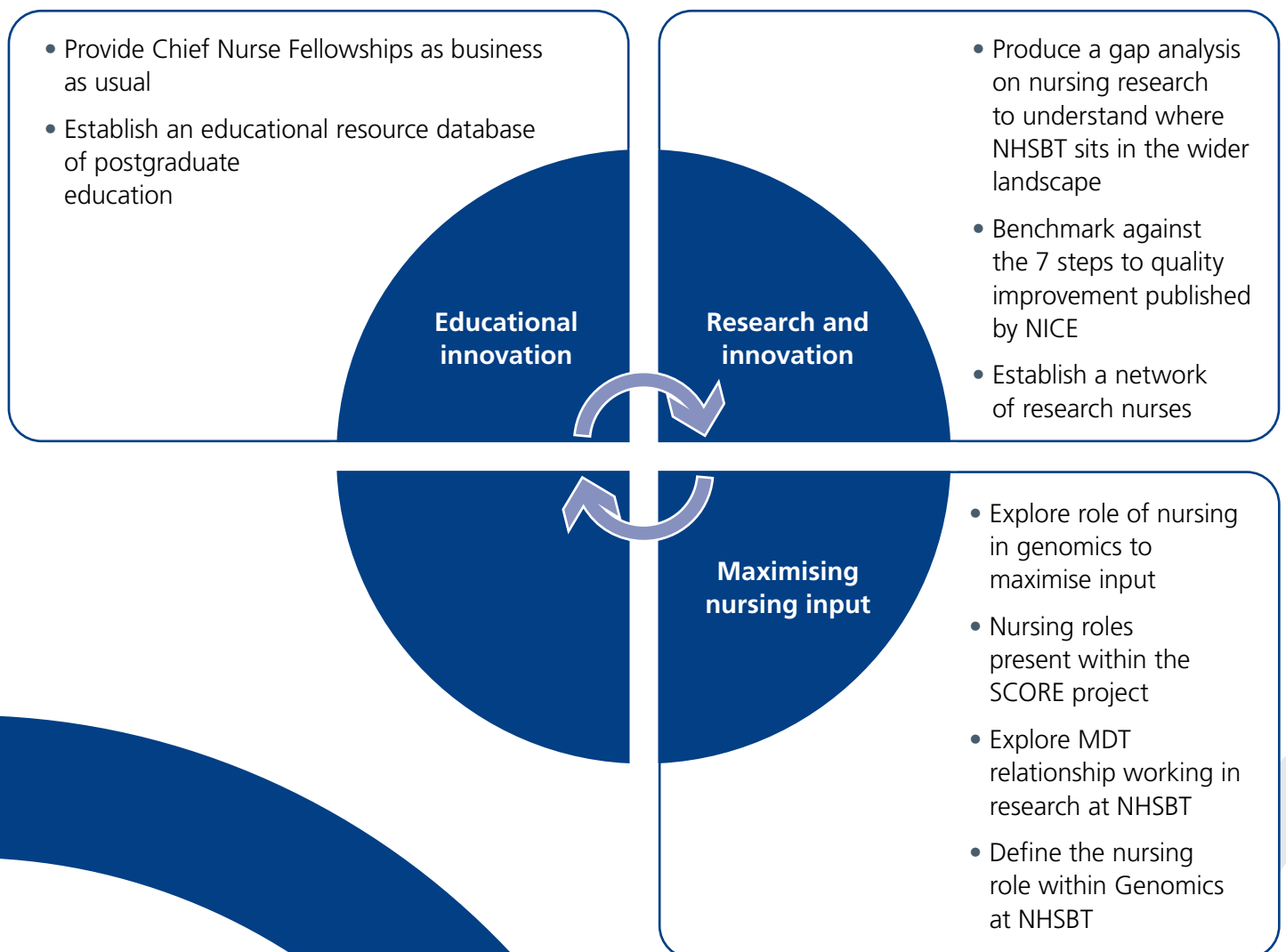


Strategic priority:

Drive innovation to improve patient outcomes

To remain world leaders in transfusion and transplantation we will encourage and drive innovation, focusing our efforts on those innovations that offer the greatest potential to improve patient outcomes or on areas where there is unmet need.

Following review, the areas of focus chosen for driving innovation in the corporate strategy do not directly align to the previous nursing strategy and were not raised during our engagement period with the nursing workforce. Therefore, we have chosen ways in which nursing practice can innovate within NHSBT based on what our nurses have asked for.





To deliver our innovation priority we will:

- invest in projects to support innovative practices cross-directorate to drive improvements in the services we deliver
- explore research roles within nursing, to develop and support research programmes led by nurses
- support and guide nurses who wish to undertake further education in support of NHSBT's work and priorities
- ensure there is nursing contribution to improvements in organ utilisation and efficacy to help to close the gap between the number of organs suitable for transplant and those needed by the patient
- understand and explore nursing contribution to novel therapies
- explore multiprofessional relationship working in research across the organisation and understand the nursing role within the research and development strategy

We will know we have succeeded when:

- we are allowing nurses to gain the skills and confidence to lead on improvement projects
- NHSBT nursing research is benchmarked against the wider organisation and NHS to help inform the future strategy
- nurses engaging in postgraduate education are doing so to meet the business needs of each directorate
- we have the data sets to know our innovations have improved patient outcomes

Case study: Chief Nurse Fellowship

It is important that our nurses feel empowered to get involved in service and quality improvement. Through the Chief Nurse Fellowship Programme, we aim to increase our nurses' capacity and capability to lead on improvement projects in their area. Each nurse is allocated one day per week of protected time to design, implement and evaluate their project. They receive support and training from the continuous improvement team, mentorship from the Chief Nurse, and the opportunity to shadow at leadership meetings.

Each quarter, they are offered the opportunity to present their project progress to an improvement faculty, made up of experienced staff from across the organisation.

This is a fantastic opportunity for our nurses to develop transferable skills and focus on their own professional development.



Photo: Chief Nurse Fellow Cohorts 2023-24 and 2024-25.

Credit: Bethany Hall.

Strategic priority:

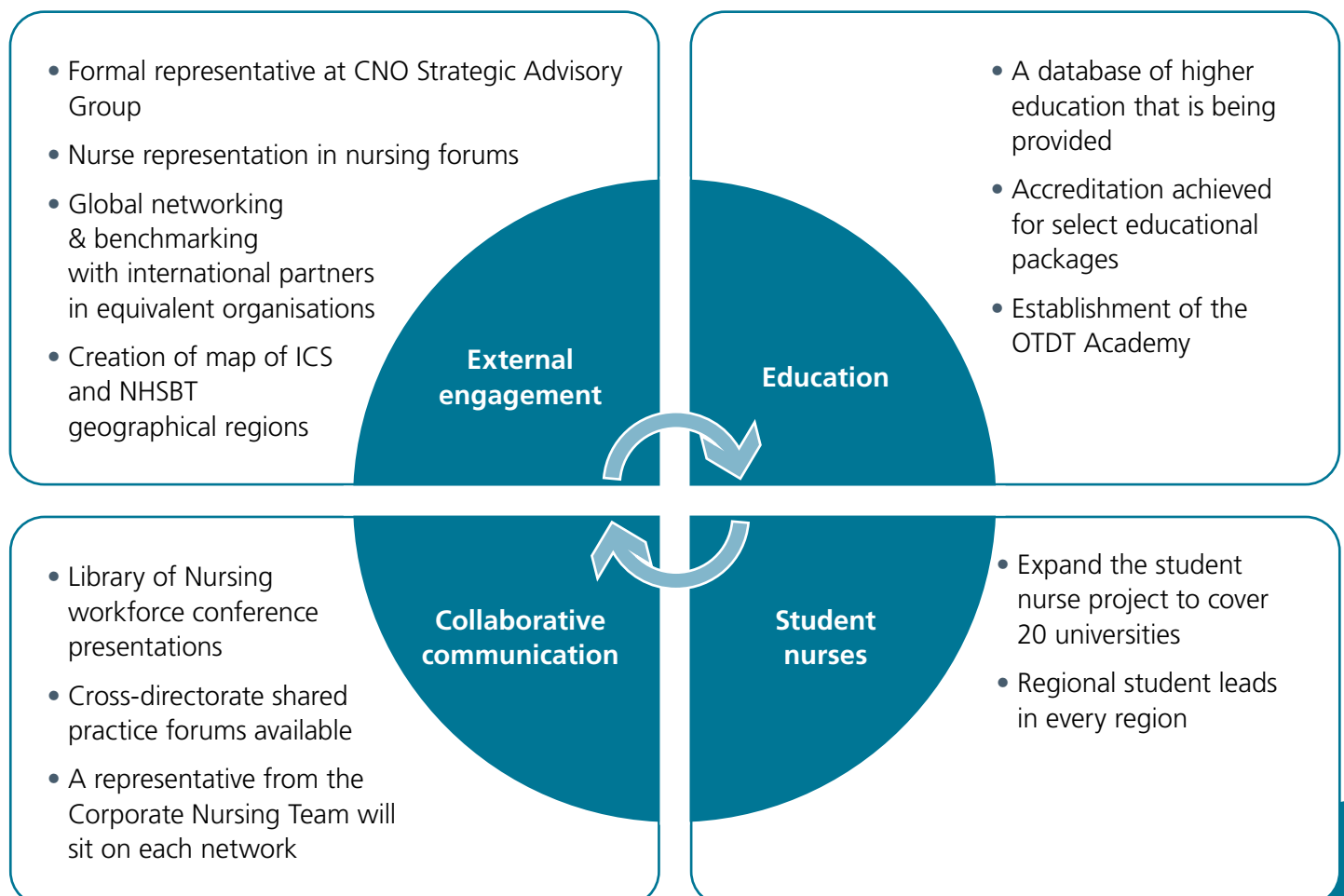
Collaborate with partners to develop and scale new services for the NHS



NHSBT is just one of many partners that make up the UK health and care system. Being a national provider operating in a system of local trusts and health boards gives us a unique perspective and a responsibility to work proactively with others to identify and drive improvements across the system.

We can provide specialist education for the clinical workforce across the NHS to ensure the safe and consistent adoption of these new treatments. An important part of our remit is to provide specialist advice and to deliver education to the clinical and scientific workforce across the NHS in areas where we have subject matter expertise. We already work closely with other education providers but want to build more formal collaborative partnerships to deliver a modern, multi-disciplinary model of education for specialists working in transfusion and transplantation.

We can't deliver on these opportunities alone. To realise our full potential, we will need to reimagine our role in the system. We will forge closer ties with our NHS colleagues and collaborate with partners on areas of mutual interest, including the safe, sustainable provision of clinical services and the delivery of excellent clinical education.







To deliver the priority to collaborate we will:

- Utilise Chief Nursing Officer engagement with NMC and CNO's nationally
- work with partners across the system to optimise the delivery of education
- expand our student nurse project to encompass more higher education institutes and expand our placement provision through alternative routes
- ensure our clinical expertise is shared throughout the wider NHS and higher education institutes.
- explore how NHSBT nurses can influence national policy

We will know we have succeeded when:

- regulatory affairs matters will be assessed and disseminated to the nursing workforce as appropriate
 - our nurses will be supported to provide specialist teaching and lectures at both HEIs and across the wider NHS
 - we have started the process of accreditation for our specialist training
 - we collaborate with European and international conference networks and ensure cross – directorate representation at these
 - the nursing workforce has obtained greater income from NHS England to support our educational activities.
 - we have a record of all education that is being provided by NHSBT nurses to both HEIs and the wider NHS so this can be reported annually and celebrated
 - ensuring that patient, and donor-facing education aligns with the objectives of the Strategic Workforce Learning and Development Network objectives and is accessible to all members of our workforce
 - a business case has been developed for NHSE for TAS to be the national providers of apheresis education
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Case study: HEE funding

Therapeutic Apheresis Services provide approximately 1,200 procedures a year to patients and donors, adults and children. The procedures can range from a request to collect stem cells from a child, the provision of emergency and lifesaving plasma apheresis to a critically ill ITU patient or the provision of regular red cell exchange to patients with sickle cell disorder.

To meet the training needs of a rapidly expanding service our nursing workforce has grown, and we have moved to the provision of a modular training programme using blended pedagogy.

For the project, we wanted to create a digital blended learning piece that would provide nurses in TAS with confidence, knowledge and experience in the care and management of paediatric patients. We were able to achieve this successful digital product through the support and funding from NHSE and the collaboration with our Digital Learning partners in NHSBT.

This module has been successfully delivered to multiple attendees with positive evaluation.





Appendix 1: Direct alignment of Corporate Strategy with Nursing Strategy

The following strategic priorities were identified as matching across the current Corporate Strategy and our Nursing Strategy refresh:

To grow and diversify our donor base, we will:

- deepen our collaboration with trusted national, regional and local partners who can reach out and talk to the public and our priority audiences, ensuring nursing support in these activities when appropriate
- improve the donor experience in order to reduce barriers to donation and to increase donor retention, loyalty and advocacy
- ensure that at all levels our workforce reflects the diversity of the populations we serve
- increase loyalty and advocacy by ensuring that the level of care provided is maintained, meaning donors and patients feel safe and confident to return

To modernize our operations, we will:

- streamline and, where possible, digitise and automate our end-to-end processes to improve safety and deliver efficiencies
- drive continuous performance improvement using benchmarking, data and analytics, as well as international best practice and alignment with the devolved nations
- ensure nursing contributes to creating the roadmap to achieve Net Zero by 2040
- ensure that we meet our safeguarding responsibilities, protecting adults and children's health, wellbeing and human rights, and enabling them to live free from harm, abuse and neglect. All nursing staff will be appropriately trained in safeguarding
- make adult and paediatric basic life support available in line with job role requirements. All NMC registrants will be compliant with basic life support
- ensure that we benchmark well against our international peers and that there is devolved nation representation in nursing matters
- ensure that nursing impact and contribution is evident in the Net Zero roadmap and that we are on track to achieve this by 2040



To deliver our People priority, we will:

- align with the People Plan, encouraging nurses to Join, Stay and Thrive
- improve how we design, evaluate and recruit into roles to make the process more flexible, efficient, consistent and fair
- develop compassionate leaders and managers with the skills, capabilities and tools needed to ensure high-performing teams
- help people to reach their full potential by providing equitable and relevant access to funding for learning, development and career opportunities
- work in partnership with our nurses, diversity networks and external partners to make NHSBT an even better place to work for everyone

To deliver the innovation priority, we will:

- ensure there is nursing contribution to improvements in organ utilisation and efficacy to help to close the gap between the number of organs suitable for transplant and those needed by patients
- make sure that we have the data sets to know our innovations have improved patient outcomes

To deliver the priority to collaborate, we will:

- work with partners across the system to optimise the delivery of education

Appendix 2: You said, we did

Our Voice – our progress in nursing

The
Our Voice
Survey

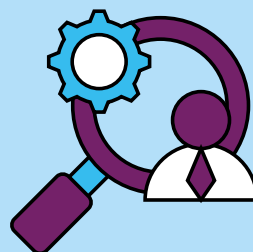


Our actions in 2023/24 included:

You said you wanted better communication channels for nursing so we:

Launched the quarterly nursing newsletter, reaching **500** readers per issue

Created a nursing SharePoint page which has over **50,000** views



Introduced a corporate nursing induction

Provided regular forums which have been attended **174** times

You said you wanted more professional development opportunities so we:

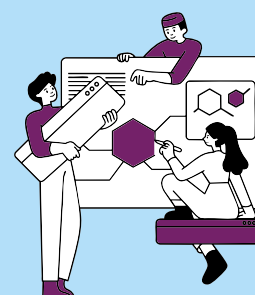
Introduced the Clinical Leadership Course, Attended by **130** nurses so far

Welcomed **10** Chief Nurse Fellows to the organisation

Offered professional development days to **150** nurses

Trained **186** nurses in compassionate leadership

Introduced new roles including Trainee Nurse Associates and Advanced Clinical Practice



The need for better health and wellbeing support was highlighted so we:

Introduced a Professional Nurse Advocate (PNA)
Lead for the Organisation

Established a **1:20** ratio of PNAs to nurses

Relaunched the clinical supervision policy

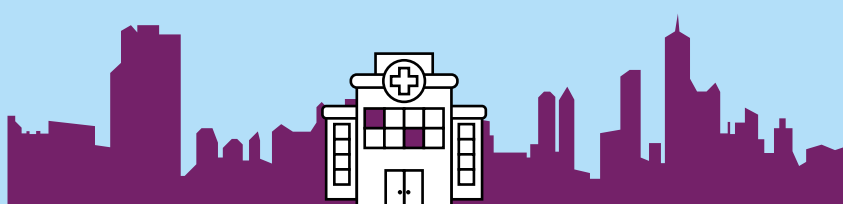


Delivering safe care was highlighted as a key priority so we:

Created a bespoke Level 3 Safeguarding Course

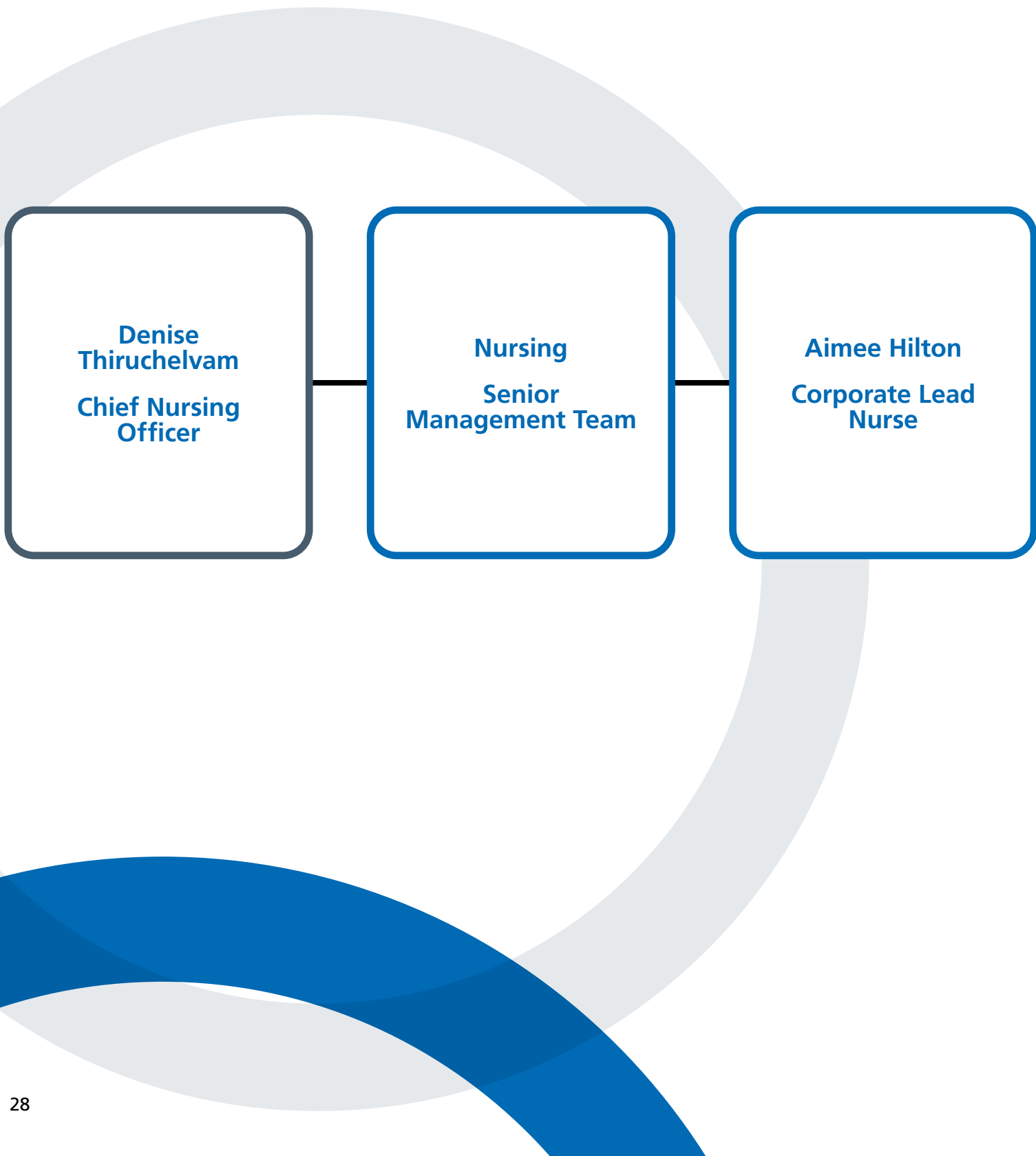
Introduced a Resuscitation Lead Nurse

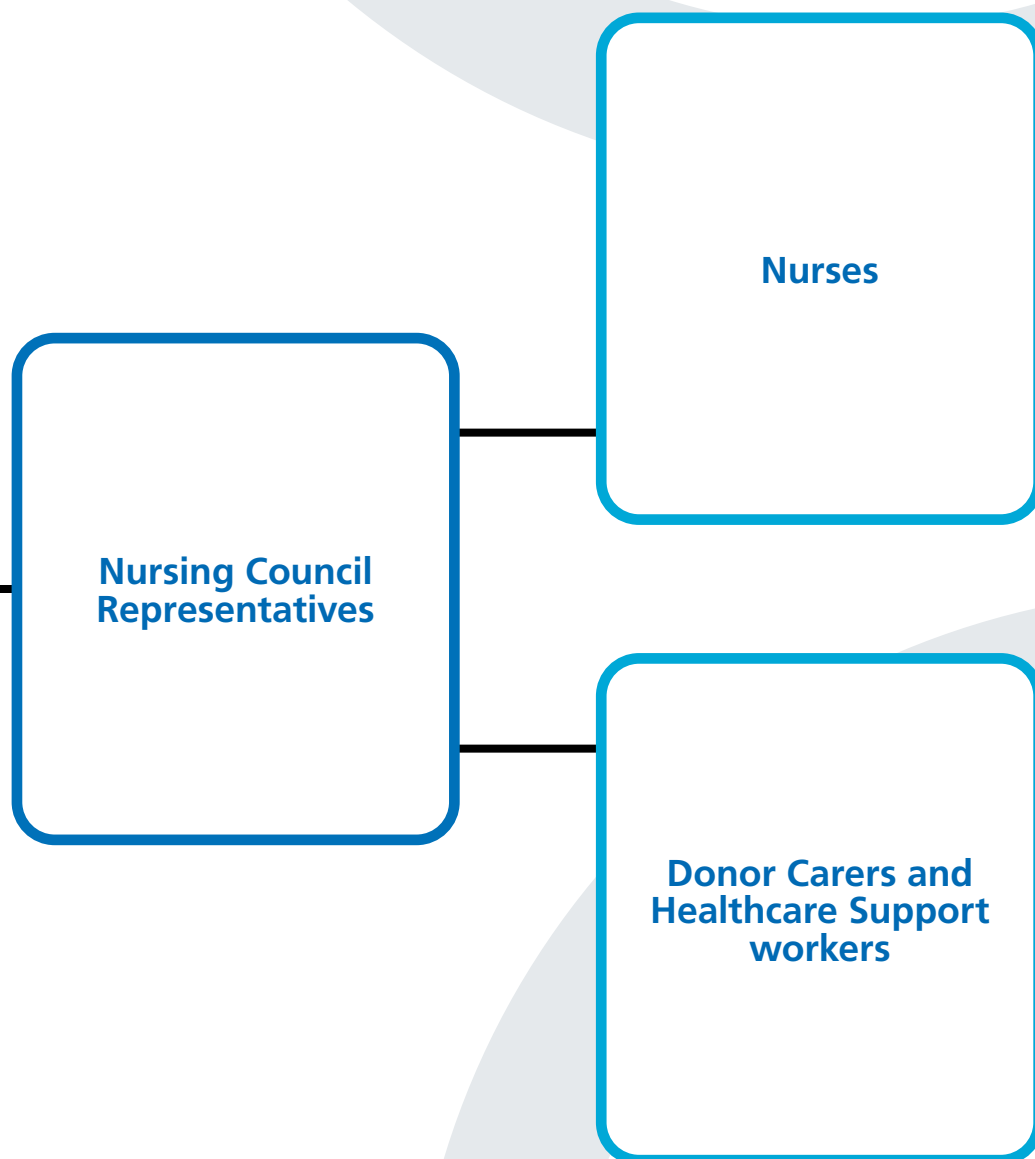
Mandated Basic Life Support (BLS)
and safeguarding training



Appendix 3:

Governance structure of strategy (up and down)

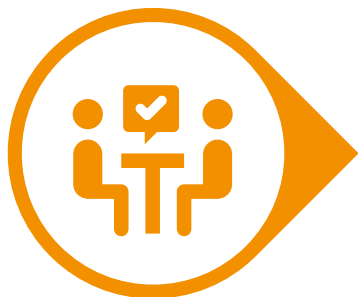




Appendix 4:

What we have achieved since the Strategy was created in 2021

Since the strategy has been published we have...

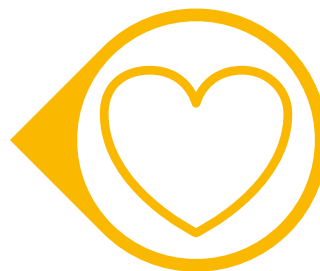


Fostering a culture of collaboration and caring

- Launched nursing newsletter
- Created a nursing sharepoint page
- Introduced corporate nurse induction
- Incorporate compassionate leadership and unconscious bias training

Promoting health and wellbeing of colleagues

- Introduced the PNA role, establishing a 1:20 ratio and appointment of lead PNA
- Relaunched clinical supervision policy
- Promotion of support networks and highlighting support available



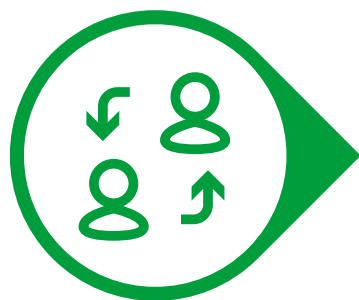


Creating a workforce ready for the future

- Appointed lead and launched student nurse project/regional student leads
- Introducing the TNA role
- Introducing the ACP role
- Launched Clinical Leadership course

Maximising the professional contribution of nursing

- Formed patient and donor facing education leads/strategic oversight education group
- Chief nurse awards
- Chief nurse fellowship programme
- Links with Florence Nightingale Foundation
- Nursing conference – posters for national and international stage



Recruiting and retaining talented nurses

- JD revision in BD
- Title changes to incorporate nursing
- Engagement with recruitment/careers page redesign
- Introduction of exit interviews and analysis of this information

Delivering safe, effective and compassionate care

- Appointed a safeguarding lead nurse
- Regular safeguarding forums
- New level 3 safeguarding course
- Appointed a Resus Lead nurse
- Mandated BLS/safeguarding training for all NMC registrants



