

Hamad Medical Corporation Nursing and Midwifery Strategy 2015-2018





Hanan Al-Kuwari, PhD
Managing Director, HMC

Two years ago, following the launch of the Nursing Strategy 2013–2015, over 8,000 nurses and midwives working across Hamad’s network of hospitals committed to providing the safest, most effective and most compassionate care to each and every one of our patients. Building on the successful implementation of this ambitious work, the Nursing and Midwifery Strategy 2015–2018 sets the strategic direction for HMC’s nursing and midwifery workforce during the coming three years.

The Nursing and Midwifery Strategy 2015–2018 is a vital component of Hamad’s corporate strategy for transformation; the HMC Strategic Plan ‘Inform, Integrate, Improve’. It reinforces our commitment to improvement and enables the supporting priority of building our Academic Health System as a means of transforming HMC’s organizational capabilities. Each of the five pillars of the Nursing and Midwifery Strategy 2015–2018 make an important and focused contribution to the achievement of our vision for transformation.

While the transformation of our clinical services is an important corporate objective, the provision of safe, effective and compassionate care is fundamental to our role as a healthcare provider. Our true success is measured by the patient experience; and the patient experience is heavily reliant on the skilled and dedicated nurses and midwives who work across a clinically and geographically diverse range of settings. As the frontline of our healthcare service we rely on you to provide high quality, evidence-based patient centered

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care. Your commitment to your patients, and their families, is crucial to the safe and effective delivery of care. The Nursing and Midwifery Strategy 2015–2018 has ultimately been developed to support your growth and advancement.

Nurses and midwives comprise the largest group of health professionals at Hamad and the nurse/midwife patient relationship is the cornerstone of nursing and midwifery practice. The essential role you play in creating caring and healing environments is setting the stage for our successful transformation. You have the potential to challenge, change and lead service development and reconfiguration across our hospitals.

I applaud the achievements realized as a result of the Nursing Strategy 2013–2015 and I wish to personally acknowledge the efforts of each and every nurse and midwife at HMC. I congratulate and thank you for your continued commitment. Together we are transforming our health service to ensure we are ready to meet Qatar's future care needs. As nurses and midwives you will be challenged to perform increasingly specialized roles and help advance real change within our organization. I am confident you will continue to rise and meet the challenge.





Ann-Marie Cannaby, PhD

Chief Nursing Officer, HMC

During the past two years nurses and midwives from across HMC have come together to work on implementing the Nursing Strategy 2013-2015. This two year strategy was designed to build the foundations of the journey to providing a world class nursing service at HMC and ultimately to support our professional growth and advancement. Since its launch, a great deal of work has been undertaken and we have made significant progress.

Through the Nursing Strategy 2013-2015 we have increased access to nursing education and sponsorship opportunities, including achieving American Nurse Credentialing Center (ANCC) accreditation for our continuing nursing education program. A new career ladder, the Nursing and Midwifery Career Framework, has been introduced. We also undertook a comprehensive survey of frontline nurses and midwives using the National Database of Nursing Quality Indicators (NDNQI) RN Survey. We have developed the HMC Scopes of Practice for Nurses and Midwives, the HMC Professional Development Planning Tool and implemented the Code of Professional Behavior and Ethics for Nurses and Midwives.

We launched the Qatari Nursing and Midwifery Development and Mentoring Office and hosted our first meeting of the International Nursing and Midwifery Advisory Board. This advisory board will play an important role in supporting the implementation of our Strategy and its associated action plans by providing external support, challenge and advice for the ongoing transformation of nursing and midwifery.

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Undoubtedly much has been achieved, but in many ways our work has only just begun. We must remain focused on the future – the Nursing and Midwifery Strategy 2015–2018; like its predecessor it is the culmination of months of hard work. It builds on the sound foundation provided by the previous Strategy and sets out clear priorities for the next three years; priorities that will support the vision of providing the safest, most effective and most compassionate care to each and every one of our patients. This Strategy was developed through widespread consultation with you; it has been shaped by your feedback and your recommendations and I have been delighted by the level of engagement and motivation among our nursing and midwifery staff.

The Nursing and Midwifery Strategy 2015–2018 has been built on the five pillars established by the first Strategy; the right staff; educated to the right standards; in the right structure; actively participating in research as part of the Academic Health System. This Strategy also reinforces the importance of providing patients with the best possible care; an important priority challenged by unprecedented changes, including significant health system reforms and a growing and diverse population.

In closing, I encourage you to go beyond simply reading this Strategy. Think critically about the challenges we face and about the opportunities we can embrace. I welcome your feedback. I would like to personally thank those of you who contributed to this Strategy and to acknowledge Dr. Hanan Al-Kuwari for her ongoing support and investment in the development of nurses and midwives here at HMC.



Our values*

Academic and Clinical Excellence
Teamwork
Research and Innovation
Social Responsibility
Respect
Professionalism
Patient Safety

Our mission

To deliver the safest, most effective and most compassionate nursing and midwifery care based on the individualized needs of our patients and their families.

Our vision

To become one of the best nursing and midwifery services in the world.

*Adapted from the Academic Health System Strategy.



Introduction

As nurses and midwives we are central to patients' healthcare experiences. We are advocates for our patients, and their families; we promote dignity, uphold our patients' trust and preserve the reputation of our profession. We are uniquely placed to make a real difference in the lives of our patients and the future of healthcare in Qatar.

An excellent nursing and midwifery service is central to both the patients' experience of healthcare and their health outcomes. It is therefore vital that the nursing and midwifery workforce provides high quality care and works towards realizing a strategy that places the patient at the center of care; a strategy that supports active involvement of patients and their families in the design of new care models and in decision making about individual options for treatment.



To create a world class nursing and midwifery service here at HMC we need to:

- provide the best evidence-based compassionate care
- with the right staff
- educated to the right standards
- in the right structure
- actively participating in and leading research as part of the Academic Health System (AHS)

The Nursing and Midwifery Strategy 2015-2018 has been built on these five pillars and supports HMC's vision to deliver the safest, most effective and most compassionate care to each and every one of our patients.

This document articulates the link between nursing and midwifery practice, education, leadership, governance and research. It outlines a strategy and three year action plan (Appendix I) which will continue to accelerate our journey towards delivering excellence in nursing and midwifery service.



This is how we will work

The Nursing and Midwifery Strategy 2015–2018 has been developed through widespread consultation with the nursing and midwifery workforce. It sets forward a three year action plan, with measurable outcomes, and integrates HMC's vision of delivering the safest, most effective and most compassionate care to each and every one of our patients.

We will deliver this Strategy through:

- Developing partnerships with those we care for.
- Working in multiprofessional teams.
- Ensuring evidence-based practice and healthcare.
- Engaging in everyday quality improvement.
- Developing the nursing and midwifery workforce through education and research.

Partnerships with those we care for

Nurses and midwives working at HMC will:

- Listen and seek the opinions of those that use our services; feedback is central to ongoing improvement. Therefore, at every opportunity, including in the introduction of new services or new ways of working, we will endeavor to involve our clients and patients and to incorporate their perspective.
- Ensure patient and family feedback is central to the discussion during nursing and midwifery meetings.
- Be open, honest and transparent and recognize opportunities for ongoing improvement.

Working in teams

Working together as a team we will:

- Support frontline nurses and midwives in taking an active role in day-to-day decision making and in the pursuit of leadership roles.
- Foster an environment of learning; modelling and encouraging multidisciplinary teamwork and collaborating with colleagues across our health system to improve patient care.

- Collaborate with patients, their families and members of the multiprofessional care team in the design and development of new services.

Promoting practice and healthcare

On a daily basis we will:

- Professionally state our point of view and advocate in the best interest of our patients.
- Use our influencing skills to positively affect organizational outcomes and ensure that the nursing and midwifery perspective is heard.
- Work to ensure effective nursing governance is integrated within the broader HMC clinical network and governance structures.



Everyday quality improvement

Quality improvement is part of everyday professional practice. We will:

- Continually improve the care we deliver through implementing evidence-based practice, and using feedback and data to advance nursing and midwifery care. Feedback is central to the modern nursing and midwifery practice and will enable us to think critically about how we can improve.
- Support the multidisciplinary team in the implementation of patient and family centered care based on the best available evidence.
- Leverage and integrate technology into the delivery of evidence-based practice.
- Ensure safe nursing and midwifery staffing levels are in place to both deliver day-to-day patient care and support the development of new services.
- Make measurable improvements in care delivery; we will work to improve the quality of patient and family care. Every year priorities and targets for improvement will be set and action plans agreed.

Nursing and midwifery workforce development through education and research

HMC recognizes the importance of investing in nurses and midwives to develop their skills and knowledge for the benefit of patients. We will:

- Ensure nurses and midwives have access to the education required to progress in their profession within the career framework. We will partner with a range of providers to create educational opportunities within Qatar.
- Create pathways of education to develop the specialist knowledge and skills of nurses and midwives.
- Develop our research capacity and promote a culture that supports access to evidence-based patient care practice.

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Pillar	Objective	This is what we will do
<p>Provide the best evidence-based compassionate care</p>	<p>Patients and their families receive quality care and treatment based on the best available evidence.</p>	<ol style="list-style-type: none"> 1. As part of the multidisciplinary team, implement patient engagement and empowerment methods across all facilities to measure patient satisfaction. 2. Embed a research culture and develop capacity to underpin delivery of evidence-based care. 3. Implement the Midwifery Transformation Program to improve care of women and newborns. 4. Undertake annual nursing sensitive quality improvement projects to continually improve patient care. 5. Implement the Mental Health Action Plan. 6. Develop and implement plans for formal recognition of the quality of nursing and midwifery care within HMC. 7. As new hospitals are commissioned, use the opportunity to introduce innovation and best practice.
<p>The right staff</p>	<p>Recruit, retain and develop a nursing and midwifery workforce with the right number of skilled staff to meet the changing healthcare needs of Qatar and to deliver safe, effective and compassionate levels of care.</p>	<ol style="list-style-type: none"> 8. Embed the Nursing and Midwifery Career Framework (NIMCF) in support of the development of a contemporary nursing and midwifery workforce. 9. Implement a patient acuity and nursing and midwifery staffing system to support patient safety through safe staffing levels. 10. Develop a three year rolling Nursing and Midwifery Workforce Plan that supports annual facility and Corporate wide workforce development and recruitment plans. 11. Embed the NIMCF Performance Improvement Framework so all nurses and midwives have a professional development plan, portfolio and annual competency based performance appraisal. 12. Develop the capabilities of nurses and midwives to support increasing specialization and embed specialist roles to enhance patient experience; increasing the percentage of CNSs and CMSs. 13. Continue to advocate for the implementation of a nurse and midwife remuneration strategy.

Pillar	Objective	This is what we will do
Educated to the right standards	Improve access to the education and training required to facilitate career development within HMC.	<ul style="list-style-type: none"> 14. Annually provide the Qatari Leadership for Change program. 15. Increase the percentage of graduate nurses and midwives across HMC from 60% to 70%. 16. Develop the education framework to underpin the NMCf; increasing opportunities for nurses and midwives to undertake baccalaureate/master/PhD education. 17. Implement the Midwifery Education Plan to improve access to midwifery education. 18. Establish journal clubs and develop a journal club forum to disseminate best practice.
In the right structure	Nurses and midwives, as healthcare professionals, effectively contributing to clinical and managerial decision making and governance.	<ul style="list-style-type: none"> 19. Ensure Qatari nurse/midwife development and succession planning is in place and that a Qatari nurse workforce communication and governance structure is implemented. 20. Review governance structures that support nurses and midwives to effectively contribute to clinical, administrative and managerial decision making. 21. Provide annual opportunities for DONs and HNs to enhance their leadership, management and communication knowledge; translating this knowledge into practice for the benefit of patients. 22. Ensure availability of appropriate staff skill mix.
Actively participating in and leading research as part of the AHS	Development of a research culture and capacity that supports improved patient care.	<ul style="list-style-type: none"> 23. Increase the number of nurse and midwife researchers and research groups to culminate in an increased number of papers published in major international journals.

HMC Nursing and Midwifery Strategy Action Plan 2015-2018 (Appendix I)

This is when we will do it						
	July–December 2015	January–June 2016	July–December 2016	January–June 2017	July–December 2017	January–June 2018
<p>Provide the best evidence-based compassionate care</p> <ul style="list-style-type: none"> • Agree Midwifery Transformation Program. • Identify nursing priorities from the Mental Health Action Plan. • Agree Tissue Viability Plan. • Commission Quality Project I to reduce restraint use and patient pressure injuries. • Cascade journal club development and implement journal club forum. • Develop project plan for formal recognition of nursing services, i.e. Magnet. 	<ul style="list-style-type: none"> • Agree Women's and Newborn's Parent Education Program. • Commission Quality Project II. • Implement project plan for formal recognition of nursing services, i.e. Magnet. • Enable facilities to develop a professional practice model. • Review patient engagement methods across facilities. 	<ul style="list-style-type: none"> • Review patient engagement and satisfaction KPIs on Nursing/Midwifery Clinical Dashboard. • Implement Tissue Viability Nursing Service. • Identify/Share nursing and midwifery-led models of care. • Achieve Quality Project I targets. • Review and report on Mental Health Action Plan progress. • Review and report on the Midwifery Transformation Program. 	<ul style="list-style-type: none"> • Implement midwifery-led models of care. • Achieve Quality Project II targets. • Commission Quality Project III. • Assess facility readiness for formal recognition of nursing services, i.e. Magnet. • Evaluate professional practice model. 	<ul style="list-style-type: none"> • Review development of nursing-led models of care. • Review new Tissue Viability Nursing Service. • Review and report on Mental Health Action Plan progress. • Review Nursing/Midwifery/Clinical Dashboard. • Review patient engagement KPIs. 	<ul style="list-style-type: none"> • Submit a facility application for formal recognition of nursing services, i.e. Magnet. • Achieve Quality Project III. 	

This is when we will do it

	July–December 2015	January–June 2016	July–December 2016	January–June 2017	July–December 2017	January–June 2018
<p>The right staff</p>	<ul style="list-style-type: none"> • Embed NMCF. • Support nurses and midwives to achieve Qatar Council for Healthcare Practitioners (QCHP) licensure. • Agree a Palace Service development plan and key milestones. • Complete nurse and midwife staffing benchmarking study. • Develop a Recruitment Plan and a Workforce Plan for 2016. 	<ul style="list-style-type: none"> • Implement performance appraisal system (NMCF). • Achieve 60% graduate RN target. • Introduce QCHP CPD requirements for licensure. • Development and reporting of Palace Service KPIs. • Introduce Intern Clinical Nurse Specialists (NMCF). • Implement Recruitment Plan 2016. • Develop Workforce Plan 2017. • Annual Review of the NMCF. • Review non-nursing and non-midwifery activity. • Introduce Patient Care Assistant role. 	<ul style="list-style-type: none"> • Achieve 20% increase of CNSs and CMSs. • Introduce Specialized Nurse and Midwife (NMCF). • Develop Workforce Plan 2020. • Reduce nursing and midwifery vacancy rates to 5%. • Agree Workforce Plan 2017. • Commence patient acuity trial. 	<ul style="list-style-type: none"> • Review performance appraisal system (NMCF). • Achieve 65% graduate RN target. • Implement Patient Acuity System. • Implement Recruitment Plan 2017. • Review Patient Care Assistant training. • Annual review of the NMCF. 	<ul style="list-style-type: none"> • Achieve 40% increase of CNSs and CMSs. • Revise Workforce Plan 2020. 	<ul style="list-style-type: none"> • Achieve 70% graduate RN target. • Review performance appraisal system (NMCF). • Implement Recruitment Plan 2018. • Review staffing levels in line with acuity results. • Annual review of the NMCF.

This is when we will do it

	July–December 2015	January–June 2016	July–December 2016	January–June 2017	July–December 2017	January–June 2018
<p>Educated to the right standards</p>	<ul style="list-style-type: none"> • Provide the Qatari Leadership for Change program. • Define the core and specialty competency suite. • 100% completion of Essentials of Midwifery course for nurses and midwives working in the labour room. • 100% completion of Triage Training course for nurses working in the Emergency Department. • Commence review of nursing and midwifery study leave policy. • Develop specialized nurse and midwifery education framework. 	<ul style="list-style-type: none"> • 90% completion of Essentials of Midwifery course for all nurses and midwives providing maternity care. • Establish NMCF education framework. • Re-accredit with ANCC. • 60% target of NMER Educators with post-graduate qualification in education. 	<ul style="list-style-type: none"> • Provide the Qatari Leadership for Change program. • 10% increase in enrollment of in-country post-graduate programs. • Implement NMCF competency framework. • Finalize and agree study leave policy. • Establish mental health education program. • Facilitate access to one specialist post-graduate in-country program. 	<ul style="list-style-type: none"> • Facilitate access to in-country academic midwifery program. • QCHP accreditation as a provider of nursing and midwifery CPD. • Review NMCF education framework. 	<ul style="list-style-type: none"> • Provide the Qatari Leadership for Change program. • 20% increase in enrollment of in-country post-graduate programs. • Facilitate access to second specialist post-graduate in-country program. 	<ul style="list-style-type: none"> • Review NMCF education framework.

This is when we will do it

	January – June 2016	July–December 2016	January–June 2017	July–December 2017	January–June 2018
<p> <ul style="list-style-type: none"> Develop and discuss Qatari nurse employment commitment. Develop Qatari Nurse Forum. Facilitate development of unit councils. Review and revise governance structures to align with corporate governance structures. Provide in-house learning opportunity for nurse leadership to experience translational education relevant to their role. </p> <p> In the right structure </p>	<ul style="list-style-type: none"> Establish a process for reporting on governance activities and outcomes. Conduct second NDNQI RN Survey and complete action plans. Implement governance structures within new hospitals. 	<ul style="list-style-type: none"> Review the Qatari Nurse Forum. Evaluate effectiveness of nursing governance structures across all facilities. Provide in-house learning opportunity for nurse leadership (DON and HN) to experience translational education relevant to their role. 	<ul style="list-style-type: none"> Review and revise nursing governance. Conduct third NDNQI RN Survey and complete action plans. 	<ul style="list-style-type: none"> Provide in-house learning opportunity for nurse leadership (DON and HN) to experience translational education relevant to their role. 	<ul style="list-style-type: none"> Conduct fourth NDNQI RN Survey and complete action plans.
	<ul style="list-style-type: none"> Host a multidisciplinary health services research conference. A nurse or midwife is an author or co-author on 15% of scientific papers emanating from HMC. Establish a new nurse and midwife-led research group. <p> Actively participating in and leading research as part of the AHS </p>	<ul style="list-style-type: none"> Introduce a Foundations of Research program. Establish in-country doctoral research training program. 	<ul style="list-style-type: none"> Register two nurses/midwives on doctoral programs. Achieve first cohort completing post-graduate research training. Establish an additional research group. 	<ul style="list-style-type: none"> Achieve 10% increase in MRC (internal) grant funding award for nurses/midwives as principal investigator. 	<ul style="list-style-type: none"> Establish additional research groups.

Glossary

- AHS** - Academic Health System
- CNS** - Clinical Nurse Specialist
- CMS** - Clinical Midwife Specialist
- CPD** - Continuing Professional Development
- DON** - Director of Nursing
- HN** - Head Nurse
- KPI** - Key Performance Indicator
- NMCF** - Nursing and Midwifery Career Framework
- NMER** - The Department of Nursing and Midwifery Education and Research

- Magnet** - Developed by the American Nurses Credentialing Center (ANCC), the Magnet Recognition Program® recognizes healthcare organizations for quality patient care, nursing excellence and innovations in professional nursing practice

- QCHP** - Qatar Council of Healthcare Practitioners

Notes

A series of horizontal dotted lines for taking notes.