Metro South Health
Nursing and Midwifery Strategic Plan
2015–2019
Metro South Health Nursing and Midwifery Strategic Plan 2015 - 2019

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Metro South Health, PO Box 4043, Eight Mile Plains QLD 4113

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   quality of patient care and service delivery
The Nursing and Midwifery Strategic Plan 2015-2019 was developed collaboratively by the Metro South Nursing & Midwifery Executive Team, Nurse Leaders and Consumer Representatives. This document highlights the strategic direction for Nursing and Midwifery Services over the next four years, to ensure that Metro South continues to build on its reputation as a world-class Health Service. The plan focuses on delivering on principal themes articulated in the Blueprint for better healthcare in Queensland; Department of Health Strengthening health services through optimising nursing strategy and action plan 2013-2016; and Metro South Health Strategic Plan 2012-2016.

The central focus of the Metro South Nursing and Midwifery Strategic Plan 2015-2019 is the delivery of safe, quality care and is centred on six key strategic priorities, including:

1. Person Centred Care
2. Transformational Leadership
3. Safety and Quality
4. Innovative Models of Care
5. Professional Empowerment
6. Research, Innovation and Technology

Our commitment to achieve nursing and midwifery excellence informs the selection of priorities and articulates aspirational strategies to achieve our vision. It describes the environment in which we must nurture to empower, support and inspire our staff to achieve individual and team goals. It recognises that a compliment of both the science and art of nursing and midwifery is required to ensure our staff are equipped for expanding roles, technologies, and advancements in research whilst importantly embracing the delivery of person centred care. Finally, it recognises the significance of strengthening partnerships with external stakeholders to develop innovative models that will meet the current and future healthcare needs of our population.

To achieve this plan will take extraordinary courage to challenge the status quo and leadership to drive innovation. We are fortunate to have these skills in abundance throughout Metro South and I am confident that together we will achieve our goals.

Veronica Casey
Executive Director of Nursing Services, Princess Alexandra Hospital
Executive Director of Nursing and Midwifery Services, Metro South Health
The strategic statements that align with each of the key priorities are outlined below and aim to achieve our vision in Metro South Health.

Our vision
To be renowned worldwide for excellence in health care, teaching and research

1. Develop collaborative and empowering person centred care models to enable meaningful contributions that enhance service provision

2. Cultivate a participative and supportive best practice environment that empowers and inspires leadership at every level and creates a positive workplace culture

3. Promote a transparent and accountable culture of safety and quality that epitomises exemplary professional practice

4. Apply innovative models of care that ensure efficient, effective and equitable delivery of safe quality services that meet our population healthcare needs across multiple healthcare settings

5. Foster a dynamic and highly skilled Nursing and Midwifery workforce where empowering structures enable professional practice to flourish

6. Lead research, new knowledge and innovation to advance nursing practice, enhance the quality of patient care and service delivery

Diagram 1: Strategic Priority Statements
Metro South Health Service Organisational Structure

Metro South Hospital and Health Board

Chief Finance Officer
Chief Information Officer
Executive Director Planning, Engagement and Reform
Executive Director Medical Services
Executive Director Nursing Services
Executive Director Allied Health Services
Executive Director Corporate Services
Executive Director Clinical Governance
Executive Director Mental Health Services
Executive Director Logan-Bayside Health Network
Executive Director PAH-QEI Health Network
Executive Director Mental Health Services

Metro South-wide Clinical Streams
- Cancer Services
- Surgical Services
- Medicine and Chronic Disease Services
- Women’s and Children’s Services
- Aged Care and Rehabilitation Services
- Mental Health Services
- Emergency and Clinical Support Services
- Patient Flow, Ambulatory Care and Hospital Avoidance
- Research and Education Streams

Metro South-wide Support Services
- Information Services
- Corporate Services
- Clinical Governance
- Finance Services
- Planning, Engagement and Reform
- Health Planning Support

Executive Director
Health Service Chief Executive
Director Audit and Risk Management

Message from the Hospital and Health Board Chair
Executive Summary

Metro South Health Service Organisational Structure

METRO SOUTH HEALTH | NURSING AND MIDWIFERY STRATEGIC PLAN 2015—2019
Person Centred Care

Develop collaborative and empowering person centred care models to enable meaningful contributions that enhance service provisions.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Performance Measure</th>
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| Develop a Professional Practice Model within each facility that underpins professional nursing and midwifery practice | • All facilities develop a Professional Practice Model by 2015  
• All facilities have implemented a Professional Practice Model by 2016 |
| Implement systems to support meaningful partnerships with patients, carers and consumers | • Increase in consumer participation within organisational committees, workgroups and/or focus groups |
| Utilise consumer feedback to enhance service delivery | • Annual patient satisfaction and/or experience survey is conducted  
• Nursing and/or midwifery care measures within patient satisfaction survey outperform the benchmark the majority of the time  
• Decrease patient complaints received annually  
• Increased patient compliments received annually |
Transformational Leadership

Cultivate a participative and supportive best practice environment that empowers & inspires leadership at every level & creates a positive workplace culture.

<table>
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<tbody>
<tr>
<td>Implement evidence based nursing and midwifery excellence programs</td>
<td>• 100% of facilities or programs commence the journey to Magnet Recognition Program® or Pathways to Excellence Program® by 2016</td>
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| Enhance, develop and build leadership capacity | • Develop and demonstrate utilisation of a succession planning pathway for each level of staff by 2015  
• 100% of facilities and/or programs utilise a 360 degree self and peer review process that includes leadership evaluation by 2016  
• Increase in the number of staff who undertake mentoring or succession planning  
• Increase in the number of staff who participate in clinical supervision in mental health |
| Reward and recognise nursing and midwifery contributions | • 100% of facilities and programs have implemented a reward and recognition program by June 2016  
• Increase number of reward and recognition recipients annually |
| Evaluate nursing and midwifery engagement or satisfaction | • 100% of nursing and midwifery services undertake a staff satisfaction survey biennially  
• Nursing and midwifery engagement culture ≥ 42% or achieved a statistically significant improvement  
• Nursing and midwifery staff satisfaction survey response rate ≥ 50% or achieved a statistically significant improvement |
### Strategic Priority 3

#### Safety and Quality

Promote a transparent and accountable culture of safety & quality that epitomises exemplary professional practice.

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<td><strong>• 100% of facilities and programs have a scorecard which incorporates priority Nurse Sensitive Indicators</strong></td>
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<td><strong>• Each facilities Professional Practice Models incorporates quality and safety as one of the core components</strong></td>
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<td><strong>• Total reported medication administration incidents per 1000 accrued patient days outperform the Queensland Health (QH) mean the majority of the time</strong></td>
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<td><strong>• Total reported Falls with Injury per 1000 Accrued Patient Days outperforms the QH mean for the majority of the time</strong></td>
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<td><strong>• Compliance with falls risk assessment on admission &gt;80%</strong></td>
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<td><strong>• Hospital acquired pressure injury prevalence ≤ 10% (QH target)</strong></td>
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<td></td>
<td><strong>• Compliance with pressure injury risk assessment on admission &gt;80% within 8 hours</strong></td>
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<td><strong>• Nursing and midwifery hand hygiene compliance &gt; 75%</strong></td>
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<td><strong>• Nursing and midwifery sick leave ≤ 4%</strong></td>
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<td><strong>• Productive nursing &amp; midwifery hours supplied from external sources ≤ 0.75</strong></td>
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<td><strong>• 50% patients who have been identified as a smoker have a completed smoking cessation pathway</strong></td>
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<td><strong>• Healthcare Associated Staphlococcus Aureus Bacteraemia ≤ 2%</strong></td>
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<td></td>
<td><strong>• Venous Thromboembolism Prophylaxis &gt; 85%</strong></td>
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Innovative Models of Care

Apply innovative models of care that ensure efficient, effective and equitable delivery of safe quality services that meet our population healthcare needs across multiple healthcare settings.

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<td>Promote and create advanced practice models to enable nursing and midwifery to function at their peak scope of practice</td>
<td>• Establish post-graduate qualifications within job descriptions by 2015</td>
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<td>• Each facility/program to develop an action plan that includes realistic targets and strategies to increase the educational level of the workforce</td>
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<td>• 100% of Grade 7 and above have a Bachelor of Nursing/Bachelor of Midwifery/Bachelor of Mental Health or post graduate qualification</td>
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<td>• Increase number of extended scope of practice roles throughout Metro South</td>
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<td>• 1% increase in professional nursing or midwifery certification</td>
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<td>Develop models of care that enhance the patient journey</td>
<td>• Increase number of nursing and midwifery led clinics</td>
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<td></td>
<td>• Increase number of nursing and midwifery models of care to expand the delivery of services in a range of settings to increase service capacity and consumer choice</td>
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<td></td>
<td>• Enhance alignment of acute care @ home to integrate services</td>
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<td></td>
<td>• Enhance discharge efficiency through the development of a Metro South discharge hub</td>
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<td></td>
<td>• Continue to develop models of care with chronic disease and acute care</td>
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<td>• Emergency Department (ED) patients seen within clinically recommended time Cat 1 to Cat 5</td>
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<td>• Median time from ED arrival to ED departure for admitted emergency department patients outperforms the national target</td>
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## Professional Empowerment

Foster a dynamic and highly skilled nursing and midwifery workforce where empowering structures enable professional practice to flourish.

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| Develop a nursing and midwifery educational Plan encompassing organisational, professional and clinical learning needs | • Learner assessment of continuing education needs for nurses at all levels and settings to clarify future needs and requirements completed by 2015  
• Metro South Nursing and Midwifery Education Plan completed by 2015  
• All facilities have a facility based Education Plan by 2016 |
| Establish robust systems to develop, deliver, monitor and evaluate nursing and midwifery education | • Review of nursing and midwifery education program complete  
• 100% of education sessions are evaluated using a standardised pre and post evaluation tool  
• Facilities/programs maintain and monitor continuing professional development completed by all staff  
• Staff satisfaction that the organisation provides ‘opportunities for professional development’ ≥ the national benchmark, as demonstrated through the Best Practice Australia survey |
| Create a culture of life-long learning underpinned by evidence based practice | • Compliance of nursing and midwifery Performance and Development (PAD) ≥90%  
• 5% increase in the number of nursing and midwifery staff with post graduate qualifications  
• All facilities and programs develop processes to recognise academic achievements |
| Showcase the art of nursing and midwifery | • Annual Metro South nursing and midwifery forum conducted |
Research, Innovation and Technology

Lead research, new knowledge and innovation to advance nursing practice, enhance the quality of patient care and service delivery.

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<td>Support nursing and midwifery involvement in the design and implementation of technology to enhance the patient experience and nursing practice</td>
<td>• One nursing or midwifery clinical informatics position per facility by December 2015&lt;br&gt;• 20% of nurses and midwives are trained as end users in applicable facilities/programs information systems by December 2015&lt;br&gt;• Each facility/program demonstrate one improvement in patient experience or nursing and/or midwifery practice that resulted from nurse or midwife involvement with design and implementation of technology</td>
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<tr>
<td>Support the advancement of nursing and midwifery research</td>
<td>• Establish nursing and midwifery research positions, visiting scholars and joint appointments to support the advancement of evidence-based practices aligned to the strategic needs of each facility</td>
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<td>Demonstrate translation of research into practice</td>
<td>• Metro South nursing and midwifery undertake five active research projects per year&lt;br&gt;• 1% of nurses present at local/state/national or international levels&lt;br&gt;• Increase number of publications per facility/program annually&lt;br&gt;• Each facility/program demonstrate one improvement in clinical practice resulting from the application of professional organisations standards of nursing and midwifery practice&lt;br&gt;• Each facility/program to develop an evaluation framework which evaluates pre, post and ongoing sustainability of projects, quality and innovation</td>
</tr>
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