

Investing in our next generation of nursing and midwifery improvement leaders

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&

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Session Aims

- Outline **strategic context and drivers** for design, development and delivery of our national Nursing & Midwifery Quality Improvement Networks.
- Share our **roadmap and methodology**, from **concept and idea through co-design**, development and implementation.
- Describe the **networks' role in building a community of next generation leaders**, providing a platform to use their voice to influence national policy and practice.
- Understand the **networks' role to delivery of NHS Impact**, creating a system wide approach for improvement.
- Gain a deeper understanding of **what makes for effective learning networks**.
- **Hear from network members** on why this matters.
- Opportunity for questions and panel discussion.

Strategic Context & Background

- Nurses and midwives - **largest professional group**, unique position to improve the health care system with collective leadership and action.
- Investing in nurses and midwives is **good value for money**, leading to improved health outcomes.
- The profession that has the most direct contact with patients is **nursing and midwifery**.
- Network contribution to **leadership development** and **professional retention**.
- Supporting integrated health & care systems with **shared commitment to improving quality** - supporting our workforce.
- Networks – **leading healthcare improvement**, sharing and spreading ideas and best practice, focused on collective action to improve care.



Our Ambition & Aim....

Ambition - inspire and grow a diverse network, becoming a national & global community of next generation healthcare improvers.

Why - support delivery of NHS England's Long-Term Plan ambition for quality and National Patient Safety Strategy.

Aim - codesign, develop and deliver two National Nursing & Midwifery Quality Improvement Networks:

- A nursing and midwifery leaders QI network aimed at nursing and midwifery leaders with a role and responsibility for QI, and
- A QI network for Early Career and Newly Qualified Nurses and Midwives

Our networks contribution to current challenges

Our Healthcare Challenges

1. Quality & safety of care concerns

2. Education, training and leadership development needs

3. Global nursing workforce challenge

4. Making nursing an attractive profession

5. Increase number of nurses & midwives in senior leadership positions



Our Achievements

1. Uniting nurses & midwives to lead improvements in patient outcomes, quality & safety of care

2. Building improvement capability & capacity

3. Contributing to retention of our workforce

4. Strengthen, develop & empower next generation of leaders

5. Influencing national policy & practice

Our networks contribution to delivery of NHS IMPACT- Improving Patient Care Together



Five components form the 'DNA' of all evidence-based improvement methods, which underpin a systematic approach to continuous improvement:

- 1. Building a shared purpose and vision**
- 2. Investing in people and culture**
- 3. Developing leadership behaviours**
- 4. Building improvement capability and capacity**
- 5. Embedding improvement into management systems and processes**

When these components are consistently used, systems and organisations create the right conditions for continuous improvement and high performance

Responding to today's challenges and delivering better care for patients and better outcomes for communities.

Underpinning Evidence Base



The Health Foundation

What we do Funding

Home > Publications > Reports

Briefing: Improvement as mainstream business

The strategic case

November 2023

About 1 mins to read

Bryan Jones | Penny Pereira

Publication | Briefing | Improvement research | Quality improvement

Health professional networks as a vector for improving healthcare quality and safety: a systematic review

Frances C Cunningham,¹ Geetha Ranmuthugala,¹ Jennifer Plumb,¹ Andrew Georgiou,² Johanna I Westbrook,² Jeffrey Braithwaite¹



The Health Foundation
Inspiring
Improvement

Effective networks for improvement

Developing and managing effective networks to support quality improvement in healthcare



Learning report
March 2014



The Health Foundation
Inspiring
Improvement

Using clinical communities to improve quality

Ten lessons for getting the clinical community approach to work in practice



Learning report
December 2018

JBI series paper 4: the role of collaborative evidence networks in promoting and supporting evidence-based health care globally: reflections from 25 years across 38 countries

Bianca Pilla ¹, Zoe Jordan ², Robin Christian ³, Kathryn Kynoch ⁴, Patricia McInerney ⁵, Kay Cooper ⁶, Yanni Wu ⁷, Kylie Porritt ², Craig Lockwood ², Zachary Munn ²

Affiliations + expand

PMID: 35462046 DOI: 10.1016/j.jclinepi.2022.04.009

“Approaches to improvement are far from being embedded into the core strategy and operations of every health care organisation or system-wide partnership of organisations.”

“Effective and sustainable networks have innovative ways of relating and mobilizing energy for action, combining formal and informal structures and relationships to work together to address complex global health issues.”

Methodology - Our Network Co-design principles



Inclusive: co-production and collaboration with key stakeholders, diverse representation and membership.



Respectful: network members as experts, cultivate and build trust, contributions are valued and have equal standing



Participative: relationships & partnership working across boundaries. Discussion, dialogue and debate, generating solutions and action



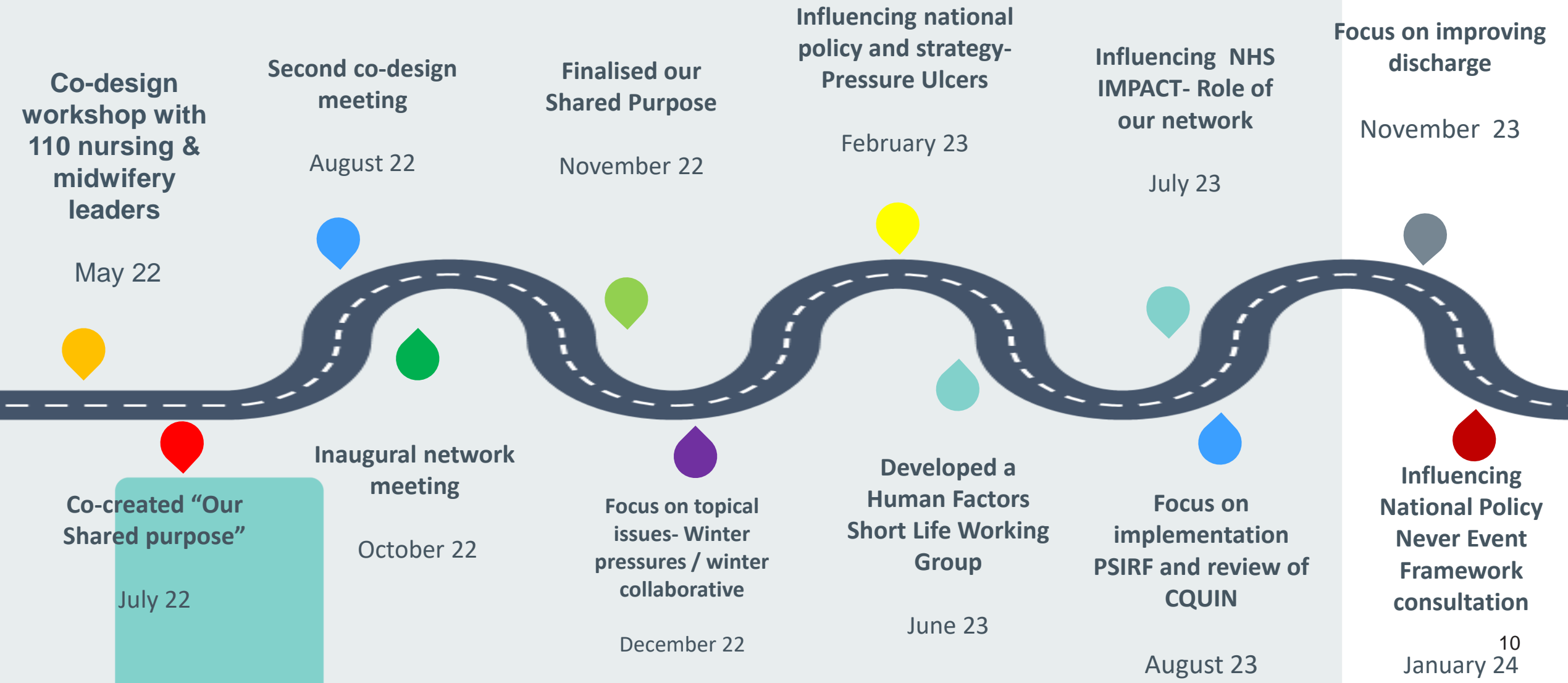
Iterative: Network growing and adapting to members ideas, suggestions and needs. Continuous improvement approach with regular feedback and evaluation.



Outcomes focused: facilitate learning and improvement, coordination of effort, collective leadership and alignment of activities

Developing our Nursing & Midwifery Leaders' QI Network

Our Nursing & Midwifery Leaders' QI Network Journey



Our networks codesigned shared purpose

Our

Who are our people?

Nursing and midwifery leaders with a background or responsibility for quality improvement

Shared

We share:

- **A commitment to raising the profile of the safety critical role, contribution & voice of the professions**
- **Expertise and experience in best practice Quality Improvement skills and approaches, supporting spread & sustainability**
- A united vision for delivery of the Long-Term Plan and Integrated Care Systems
- Values of compassion and inclusion through providing mutual support
- A passion to build on the post COVID 19 pandemic momentum for improvement
- **influence national policy & strategy through engaging on topical issues**
- An agree a way of working to achieve our vision and priorities, and deliver tangible outputs

Purpose

Why do we exist?

Inspired by our desire to lead, learn and drive continuous improvement, the purpose of Nursing and Midwifery QI leaders' network is to build a community who foster engagement and commitment across the professions to promote the use of QI and scientific methodology to bring about improvement in patient outcomes.

Our programme of sharing national and international learning in QI

INTERNATIONAL & UK SPEAKERS



Maureen Bisognano, USA-
President Emerita and Senior
Fellow at the IHI



Vibeke Rischel- Denmark-Deputy CEO
& Head of Healthcare Improvement,
Danish Society for Patient Safety



Niall Downey,
Framework for health
Ltd, Surgeon, Pilot

Susan Hannah,
Scotland- Senior Director
IHI Europe and Strategic
Partners



Joanne Mathews,
Scotland- Healthcare
Improvement Scotland



Jason Leitch, Scotland- Scottish Government

Being curious with our network members –Network Maturity

- Identified 10 network members- regular attenders to participate in a dialogue and discussion
- Set of **enquiry questions** used
- Seeking to **build on and further develop** the network
- Importance of **attending to how the network functions**
- Understand **what's working well** and
- What would make it **even better if** ?
- What did we **learn from this** ?



Developing our QI Network for Early Career and Newly Qualified Nurses & Midwives

Investing in the next Generation of Leaders

Recognising the challenges early career nurses and midwives face our QI network aims to:

- Build **knowledge, skills and confidence** in quality improvement and its application in practice
- Offering a structured and **collaborative means for driving change**
- Aimed at **achieving the best outcomes** for patients
- Develop **future nursing and midwifery leaders**,
- Share and spread examples of **best practice in QI** and improvements in person centred care and outcomes.
- Creating a **shared purpose** and commitment
- Contribute to **retention of the nursing and midwifery** workforce.

Codesigning Our Shared Purpose

Our

Who are our people?

We are early career and newly qualified nurses & midwives **within 5 years** of NMC registration/qualification.

Shared

We share:

- A commitment to **improving quality**, raising the profile and contribution of the profession.
- Dedication to **build a committed community** of individuals that contribute to improvements in the quality of care for patients and people
- A passion to **develop skills and knowledge** about QI to create better outcomes
- An ambition to **share best practice, experiences, resources and ideas** with other members and lead on quality improvements
- Interest to **learn leadership skills, improvement methodologies** and approaches to drive meaningful improvements
- A dedication to inspire others to raise ideas for continuous improvement of care, to drive results and foster collaboration

Purpose

Why do we exist?

Motivated by our commitment to improve quality, safety, patient outcomes and experience of care.

The network aims to:

- **develop and grow** our knowledge, skills, and experience in Quality Improvement
- contribute to nursing and midwifery **leadership development and retention** of Nurses & Midwives

Growing Our QI Network for Early Career Nurses & Midwives

First co-design meeting March 22

41
Members



Second co-design meeting May 22

64
Members



Inaugural meeting July 2023

125
Members



210
Members
September
2023



412
Members
October
2023



625
Members
November
2023



791
Members
December
2023

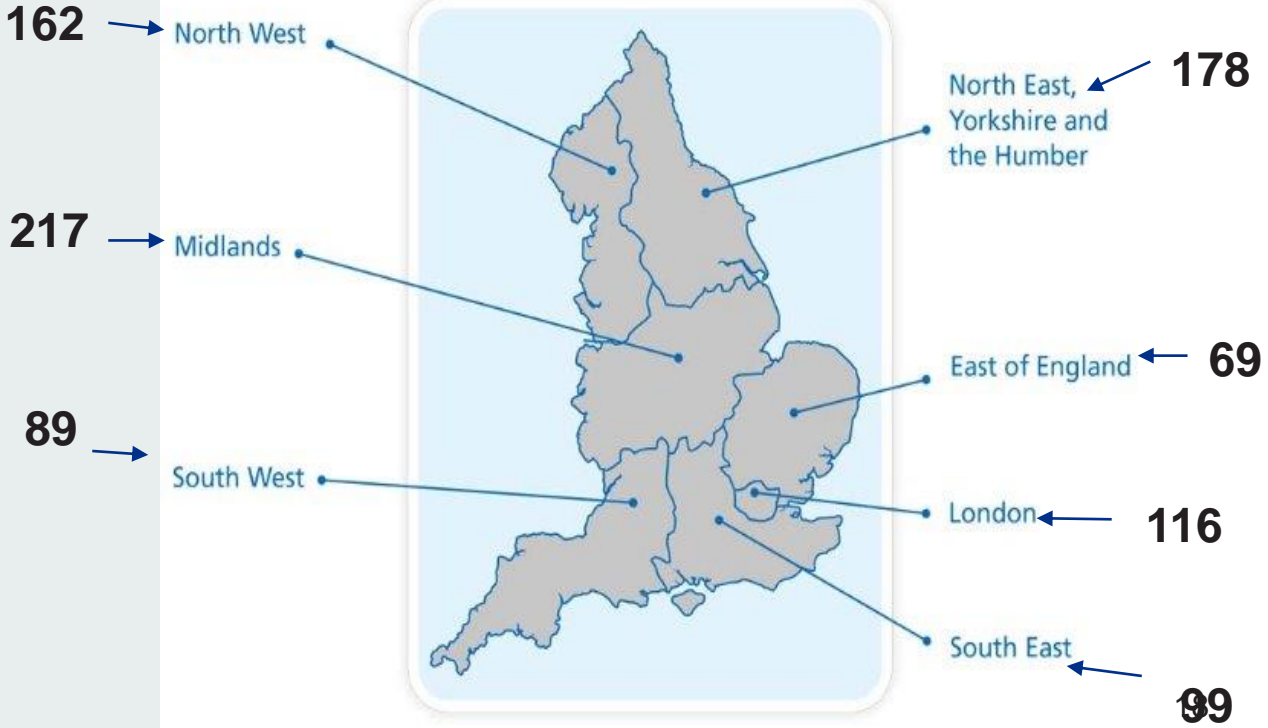


842
Members
January
2024



February 2024- **950 members**

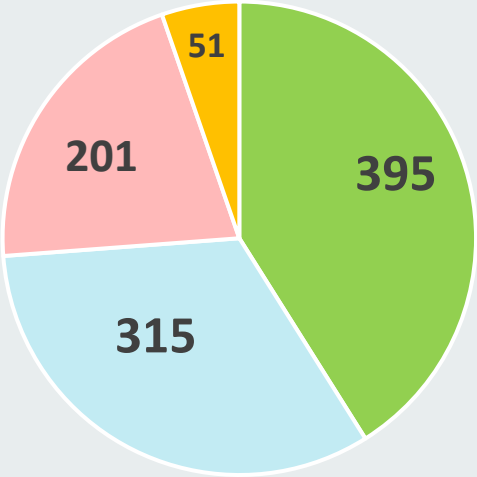
6 National
Virtual meetings
since
inauguration



Our Network in numbers

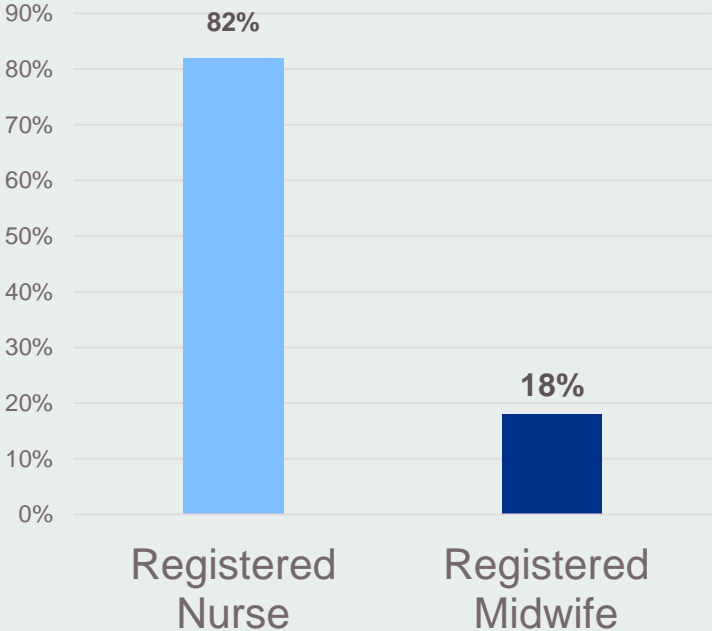
- Understanding the structure and characteristics of our networks is key.
- It is also important to attend to how they function.
- Time well spent, to nurture professional networks, and invest time to facilitate their contributions to care.

Diversity of Members

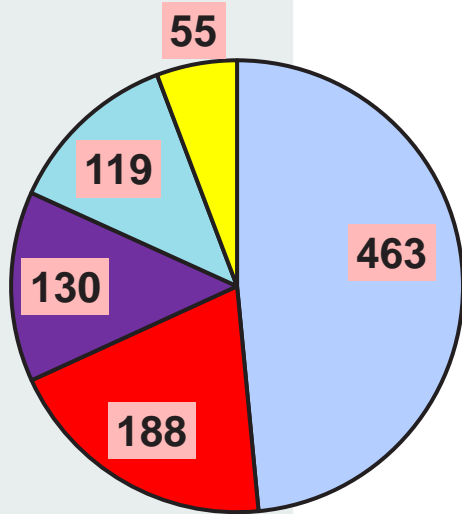


■ White
■ Black/African
■ Asian
■ Other Ethnic Group

QI Network Early Career by Profession



QI Network Members by Specialty



■ Acute
■ Mental Health
■ Maternity
■ Primary Care
■ Community Care

Network Members' Feedback

"Being able to connect and share amazing knowledge & experiences. Very inspiring and I love the togetherness and diversity"

"I'm due to qualify and this is such a wonderful empowerment opportunity, I feel far more supported now. Thank you"

"Today's meeting has been incredibly beneficial & inspiring. I feel privileged to have been a part of such a valuable and enriching Network"

"Really enjoy networking with colleagues & hearing stories & others' experiences"

"Feel super inspired and so happy to join such a great community!"

"This has really been phenomenal! Thank you so much"

Investing in our Early Career Nurses & Midwives

Our NHS England Nursing Directorate has sponsored 7 members from our QI Network for Early Career Nurses and Midwives to attend IHI Forum.

Competitive process, application and criteria with a **focus on an identified QI project.**

Impressive number of applications -**151**

QI projects with potential for regional and national learning and scale and spread.

Successful applicants representative of a **diverse range** of professionals across all seven regions

Representative of **community, acute care, maternity, and mental health settings.**



Insights & learning

- Timing and readiness
- Infrastructure & support
- Build it and they will come
- Connection – national, regional and local
- Leadership
- Expertise & support
- Tapping into experts, personal and professional networks and expertise



How can the IHI Forum network help our early career members with their QI projects

Ashwini Shekhar- RN. South-West Region. Acute Care	Ward accreditation supporting fundamentals of care
Emily Davidson- RN. Northeast & Yorkshire Region. Mental Health	QI project aims to support parents of children with emotional difficulties
Pearl Cruz- RN. Midlands Region. Community Care	Medicines Safety
Maite Mendioroz- RM. London Region. Maternity	Effective communication with women and families in maternity services
Daniella Baraka- RN. East of England Region. Acute Care	Reducing harmful falls
Sarah Kenny- RN. North-West Region. Acute Care	Reducing carbon footprint
Omolara Busayo Ajamu- RN. South-East Region. Community Care- Rehabilitation	Improving care and outcomes in diabetic patients from ethnic minority groups

Next Steps

- Continuing to grow and further develop our networks to maximise impact
- Evaluating, measuring and demonstrating impact
- Supporting delivery of NHS IMPACT priorities
- Delivering our identified network priorities

2024/25





Leadership & Innovation Meet Up

Maureen Bisognano
President Emerita and Senior Fellow

Lessons from my experiences caring for patients

- EQ is as important as IQ
- Teamwork is vital for best care
- Meaning gives joy in work –
Meaning and purpose matter



Caring for patients across the system

- CQ
- Being multilingual



Caring for the whole system

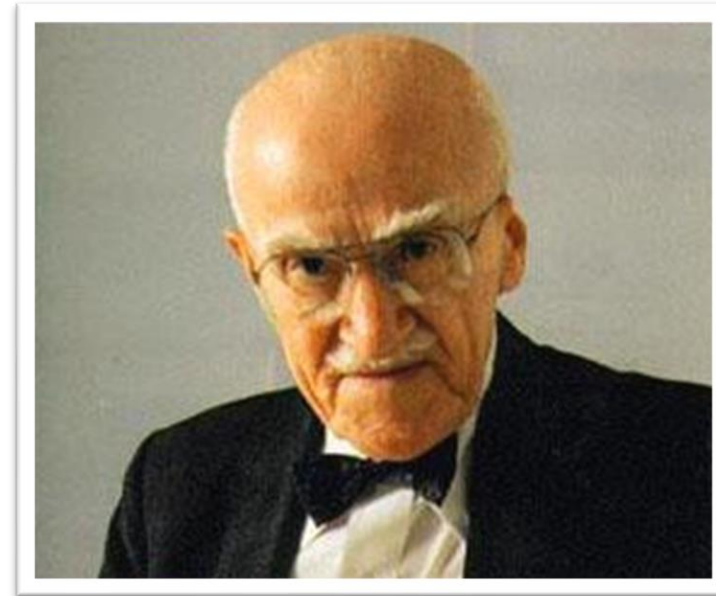


- Learning from outside healthcare
- Harvesting
- Improving and innovating



Seeing across the globe

- Culture matters
- $C + M (+ QI) = 0$



JURAN
An Attain Partners
Company



Leading with Don

Values and leadership drive culture

Teamwork is key

- Multigenerational
- Multicultural
- Multiprofessional

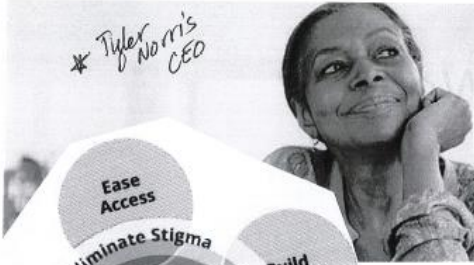
Results and tempo are key



"Retirement"



Chairing Advisory Board Well-Being Trust



** Tyler Norris CEO*

Teach Quality Improvement @ HSPH - 3 weeks every summer 20 MD's

IHI Senior Fellows – Asset Maps
Maureen Bisognano



*on Board of Indiana U Health System
* Dennis Murphy CEO*



*Launching Global Campaign to Strengthen Nursing with Nigil Crisp + WHPD
Nursing Now!
* Nigil Crisp*



*Stanford Visiting Fellow
* Anne Wernacker
* Annie Mistein*

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* Uma Kozoff*

National Academy of Medicine
Co-Chair of Section 12 Administration, Research & Education
NAM with
* Nirav Shah

*Advisory Board for Center for Health Professionals
* Paul Levine*

** Chack - Johnson and Heather - Eva
* Goldberg - Photographs*



Senior Fellow -
- new course (named by Paul!)
- Leading at the Edge
- HIAE - Leadership Alliance Europe
- split international work with IHI and research on leadership

** Senior Advisor to 10K+10
to get 10,000 STEM Teachers in the teaching workforce - 10 years (NIST)*



Most In-Demand Nursing Roles



Telehealth Nurse



Data Analyst Nurse



Nurse Informaticist



Health Coach

Patient Navigator



Cultural Competence Specialist



Interprofessional Collaborator



Lifelong Learner





Institute *for*
Healthcare
Improvement

Thank you

Maureen Bisognano

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<https://wmtty.world/>

<https://kindnessinhealthcare.world/>