FOREWORD

Sydney Children’s Hospitals Network (SCHN) comprises The Children’s Hospital at Westmead, Bear Cottage at Manly, Sydney Children’s Hospital, Randwick, the Newborn and Paediatric Emergency Transport Service (NETS), Children’s Court Clinic and the Pregnancy and Newborn Services Network (PSN).

Collectively, these dedicated paediatric and young person’s services provide healthcare to approximately 850,000 children per year. Nursing and midwifery is the largest staff group within the SCHN workforce and responsible for providing care both in the acute and community contexts to children and young people, their families and carers. There is a rich and diverse representation of culture and a broad breadth of expertise and skill within the nursing and midwifery workforce and representation across all craft groups, from Assistants in Nursing to Directors of Nursing.

The SCHN Nursing and Midwifery Services sub-plan was developed utilising a co-design methodology which incorporated wide consultation with the nursing community. The final version was then endorsed by the SCHN Nursing and Midwifery Governance Committee, the peak decision making body for nursing and midwifery across the Network.

We look forward to achieving our goals and objectives over the three horizons for accomplishment from 2017 to 2022 and in doing so have a strong and consistent presence in supporting SCHN to achieve the mapped strategic goals over the next five years.
HORIZON 1 (2017-2018)

SETTING UP FOR SUCCESS

Continue driving our integration agenda, while preparing ourselves for the big shifts we want to make:

- Clarifying our thinking on new and existing areas of strategic focus
- Identifying our strengths, gaps and capacity to drive change
- Shaping up our collective identity

HORIZON 2 (2017-2020)

BUILDING OUR FUTURE

Starting to make things real:

- Building our new approaches
- Starting to grow and mature into our key focus areas

HORIZON 3 (2017-2022)

EXTENDING OUR INFLUENCE

Transforming at scale, and extending our reach and impact:

- We'll broaden our reach and influence and shift more of what we do to the cutting edge
INTRODUCTION

The SCHN nursing and midwifery workforce comprises approximately 1600 FTE which equates to a headcount of approximately 2000.

The Nursing and Midwifery Services plan for the Network was developed utilising a co-design methodology which incorporates input from the broader nursing community via participation in organisational nursing and midwifery planning days. The domains of quality and safety, education, research and workforce were identified as the four cornerstones of the plan and significant input into the development of goals, objectives and corresponding action points was achieved through this broad consultative process.

In looking to develop a services plan for nursing and midwifery, it was identified that the desire for continued growth of cohesion as a Network was foundational to the identification and articulation of the aims and objectives. The plan has been structured in accordance with achievement over the three horizons outlined in the SCHN Strategic Plan and comprises significant detail focusing on the growth and development of safety and efficacy, capability, sustainability, knowledge, skill and the SCHN nursing profile both nationally and internationally.

The goals outlined in the plan span across the three horizons whilst objectives and actions are aligned with specific horizons for achievement. Evaluation of the plan will occur on an annual basis and a comprehensive report will be developed by the SCHN Nursing and Midwifery Governance Committee and presented to the SCHN Executive and SCHN Board.
## SCHN Nursing and Midwifery Services Sub-Plan: 2017–2022

### Horizon 1: 2017–18
Setting up for success

### Horizon 2: 2017–20
Building our future

### Horizon 3: 2017–22
Extending our influence

### Goals
- Drive innovation and efficiency to build and sustain a culture of quality and safety for the wellbeing of patients, families and staff.
- Develop, nurture and sustain partnerships with key stakeholders to achieve and maintain consistency in the delivery of safe, evidence-based care.
- Invest in infrastructure and technology that supports the delivery of safe, high-quality care.

### Objectives

#### Safety and Quality
- Safety and quality are prioritised and are the foundation upon which care is provided.
- Practice is contemporary and evidence-based.

#### Practice
- A culture of continuous improvement is developed and maintained.
- Accountability, responsibility and empowerment are engendered into ways of working to support and promote safe practice.
- Engagement with diverse quality and safety organisations is supported and enabled.

### Actions

#### Quality and Safety
- Organisational and system failures are identified and explored and staff are aware, accountable and empowered in relation to incident reporting.
- Learning is achieved through experience and information is shared to enable learning and promote safe practice.
- Engagement with relevant stakeholders occurs to enable effective participation in continuous improvement activities.
- Care delivery occurs in partnership with the multidisciplinary team.
- Active consultation and collaboration occurs with internal stakeholders to promote, support and enable the delivery of a consistently safe and high-quality service.
- Resource management is transparent and supports the delivery of safe care.

- Quality improvement science strategies will be explored to further improve patient safety.
- Unit-based quality and safety performance data is freely shared and available to consumers.
- Consultation and partnership with consumers occurs to strengthen and maintain the safety and quality focus and review systems and processes to further develop a culture of accountability.
- Identify nurse-sensitive indicators and establish systems and processes to monitor and evaluate.
- Evidence-based best practice initiatives are implemented through standardised education, to reduce variability, whilst providing high-quality person-centred care.
- Teams actively engage with diverse organisations locally, nationally and internationally.
- Relationship building will occur with other specialist services for children and young people to develop an international network to facilitate the identification and sharing of best practice and future benchmarking.

- Collaboration and consultation occurs across all aspects of safety and quality in care provision, including benchmarking with external organisations.
- Where possible, systems and processes are streamlined across the Network.
- Active and collaborative participation in planning and forecasting occurs to enable the efficient allocation and implementation of technology and infrastructure.
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Setting up for success</td>
<td>Building our future</td>
<td>Extending our influence</td>
</tr>
</tbody>
</table>

**GOALS**
- Develop and deliver high-quality education that supports best practice in the provision of healthcare to children and young people
- Develop a highly skilled nursing and midwifery workforce
- Achieve national and international recognition as an education provider around healthcare for children and young people
- Ensure financial sustainability, effectiveness and efficiency that supports the growth of nursing education

**OBJECTIVES**

**Nursing education and training governance** is structured appropriately to meet the needs of our staff and patients

**OBJECTIVES**

Maintain and further develop effective education focused partnerships to optimise the health and wellbeing of children

Create and maintain an environment that facilitates and enables skill acquisition and the development of proficiency

Training and education is delivered via models that are transferrable, able to be built upon and financially viable

**OBJECTIVES**

SCHN is celebrated as a world class provider of education that supports the provision of excellent nursing healthcare to children and young people

**ACTIONS**

- Regular and meaningful engagement occurs with stakeholders, both internal and external, to further develop the agenda for nursing education
- The governance structure for education supports the provision of timely, high-quality education across the Network
- Maximise the current opportunities for nursing education within existing resources

**ACTIONS**

- The link between the use of technology and the delivery of high-quality clinically-based education is optimised
- Standards are developed for nursing education and training development, delivery, monitoring and evaluation
- Clinical placements are managed in a consistent and evidence-based manner
- Further development of the Essentials of Care and Practice Development Programs will occur
- Safety and quality education will be available for professional development
- Opportunities are maximised to obtain formal support for professional development
- Stakeholders in the provision of nursing education foster and maintain links with stakeholders in the governance and monitoring of quality and safety across the Network
- Nursing education processes and programs are formally evaluated and reported on

**ACTIONS**

- Adaptability and flexibility is adopted in the model of service provision around education and training for the nursing and undergraduate student workforce
- An interdisciplinary clinical supervision framework will be developed
- Partnerships with external education providers such as universities and TAFEs are explored, mapped and nurtured
- Opportunities for promotion of SCHN education at a metropolitan, state, national or international level are explored
- Infrastructure and technology investments are in line with SCHN education and training strategic plan
- Opportunities for innovation and development are explored and evaluated to maximise efficiency
### Goals
- Develop nursing research capability and capacity to achieve continuous excellence in the care of children and young people
- Foster a culture of critical thinking, innovation and enquiry to produce high-quality research
- Be recognised both nationally and internationally as a leading nursing research centre
- Nursing research leadership is highly visible

### Objectives

#### Objective 1: Research Capacity
- Research capacity is developed through critical thinking and investment in processes that support conception, planning, implementation and evaluation of nursing and midwifery research.
- Nursing and midwifery research leadership is visible, valued and recognised across SCHN.

#### Objective 2: Nursing Research Partnerships
- Build and maintain nursing research partnerships to enhance the health of children.

### Actions

#### Actions 1: Research Capacity
- Nurses are enabled to develop the specialist knowledge and skills required to undertake rigorous and systematic research.
- Resources that facilitate and support nursing research are centrally available.
- The SCHN Nursing and Midwifery Research and Practice Development Hub is implemented and sustained.
- Provide opportunities to increase nurses’ and midwives’ research knowledge and competency.
- Dedicated and protected time for nursing staff to engage in research activities will be advocated for and explored.
- Disseminate nursing and midwifery research.
- Embed and foster a culture of research accountability.
- Maximise opportunities for consumers to be engaged in nursing research.

#### Actions 2: Nursing Research Partnerships
- Network investment in resources is advocated to enable the growth of nursing research.
- Promote the translation of nursing and midwifery research into clinical practice, protocols, guidelines and policy.
- Nursing research is visible, celebrated and dissemination and sharing of knowledge is enabled.
- Nursing research priorities that align with the SCHN Strategic Plan and State and National Health Priorities are identified and mapped.
- The growth of nursing research leadership is supported and enabled via mentoring and supervision.
- Develop clear research career pathways for nurses and midwives.
- Build collaborations with local multidisciplinary teams.
- Embed a culture of safety that encourages critical thinking, enquiry and learning from error.
- Embed critical thinking and evidence-based practice into daily practice.
- Provide safe environments to nurture and foster critical thinking skills.
- Research leadership is highly visible, accessible to all nursing and midwifery staff.
- Nurse researchers with leadership capability are accessible and represent the SCHN at forums both internally and externally.
- Develop nursing and midwifery research leadership models that are evidence-based.
- Identify nursing and midwifery research champions.

### References
### Goals
- Develop and maintain a sustainable and contemporary nursing and midwifery workforce
- Build and foster sustainable processes and relationships to enhance and grow workforce capability

### Objectives
**Nursing and midwifery roles, responsibilities, accountabilities and scopes of practice are reviewed regularly**

**Grow and support a nursing and midwifery workforce in line with Strategy 7 of the NSW Health Professionals Workforce Plan 2012 – 2022: Right people, Right Skills, Right Place**

**The nursing and midwifery workforce is representative of our local community and advocacy for children and young peoples’ nursing is visible and sustained**

### Actions
- Structure and implement a nursing and midwifery workforce plan that is evidence-based, contemporary and financially viable
- A system is established to regularly review nursing and midwifery scopes of practice and a mechanism developed to monitor compliance with scopes of practice
- A performance development system that supports improvement within scope of practice is established
- A valid and reliable performance review process is established and staff participate in regular performance reviews to support development and improvement

- Recruitment and retention strategies are developed to meet the specific needs of wards and departments and prioritise patient safety
- The workforce pipeline is mapped to identify entry and exit points and develop a workforce strategy to better reflect the needs and diversity of our communities
- Resources are identified to support the reduction of premium labour staffing and costs and related performance monitoring is established and reported
- The scope for development for nursing staff is maximised through facilitating opportunities for professional development via secondment or staff exchange processes
- Processes and strategies are streamlined to promote cohesion and consistency across the Network

- Capability for sustainability is optimised through establishment of strong partnerships with universities
- Reciprocal relationships are created and maintained to support the growth of skill and knowledge development within our nursing workforce and share expertise with external partners
- Interdisciplinary working and relationships within the Network are further developed to maximise support for the nursing workforce and promote retention
- Partnerships with external education providers, healthcare organisations and our community are established and nurtured to develop our nursing workforce capability