



Northern Ireland Practice and Education
Council for Nursing and Midwifery

CORPORATE PLAN 2017-2021





*Leading and inspiring nurses and midwives
to achieve and uphold excellence
in professional practice.*



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Chair and Chief Executive's Foreword

We are pleased to launch our 2017 – 2021 Corporate Plan on behalf of NIPEC.



Professor Carol Curran, OBE
Chair



Mrs Angela McLernon, OBE
Chief Executive

NIPEC retains a focus on work developed through robust quality improvement methods and strategic alliances to translate regional direction and policy into practice and provide resources strengthen the capacity and capability of the nursing and midwifery professions in Northern Ireland.

NIPEC is committed to effective, positive multi-professional co-production and co-design, with a wide range of stakeholders from various sectors in order to promote and support the practice, education and professional development of nurses and midwives to facilitate the delivery of safe, effective, person-centred compassionate services.

Our Corporate Plan 2017 – 2021 has been developed as a result of engagement with key stakeholders to appropriately reflect the priorities of nurses and midwives across Northern Ireland, working within a multi-professional context. We hope you find it informative and useful, as a guide to our organisational business over the next four years.

Strategic Context

NIPEC works within a strategic context where an ambitious work plan outlined in the *Programme for Government Framework*¹ along with a reform agenda to improve health and social care services for people in Northern Ireland, is underway.

The *Programme for Government Framework 2016 – 2021*¹ is being taken forward using an outcomes-based accountability approach measured through indicators of success. There are eight strategic health indicators for success that contribute to the achievement of four population based outcomes, which are that:

- We enjoy long, healthy and active lives
- We give our children and young people the best start in life
- We care for others and we help those in need
- We have high quality public services.

In response to the Expert Panel report on Health and Social Services in Northern Ireland – *'Systems not Structures*², the Health Minister set out a vision for change in *Health and Well Being 2026: Delivering Together*³. The vision is based on principles of *co-production* and *co-design* working in partnership with those who deliver the services to implement change.

NIPEC plays a particular role in supporting the vision and objectives of the Chief Nursing Officer, Department of Health (DoH), in the continued pursuit of excellence in the delivery of nursing and midwifery services to the population of Northern Ireland. This support will continue to be offered at this key time of change and opportunity within Northern Ireland.

A range of strategic policies which support reform and transformation of services have been developed within Northern Ireland including: *Quality 2020*⁴; *A Strategy for Maternity Care in Northern Ireland 2012-2018*⁵; *Making Life Better*⁶; *Improving the Patient and Client Experience*⁷, *eHealth and Care Strategy for Northern Ireland*⁸.

NIPEC will also continue to support the development of, and responses from across nursing and midwifery, to emerging professional policy, strategy and regulatory requirements such as: *Nursing and Midwifery Council Strategy*⁹; *The Code*¹⁰; outcome of the NMC review of the standards for pre-registration nursing education, along with recommendations and findings of data from local and public inquiries and investigations.

About NIPEC - Our Purpose

NIPEC was established in 2002 through primary legislation under the Health and Personal Social Services Act (2002) as a Non-Departmental Public Body (NDPB). The Act identifies the following responsibilities for NIPEC:

- (2) "It shall be the duty of the Council to promote
- (a) high standards of practice among nurses and midwives
 - (b) high standards in the education and training of nurses and midwives; and
 - (c) the professional development of nurses and midwives.

(3) Without prejudice to the generality of subsection (2) the Council may

- (a) provide guidance on best practice for nurses and midwives, and
- (b) provide advice and information on matters relating to nursing and midwifery.

(4) The Council shall, in the exercise of its functions, act

- (a) in accordance with any directions given to it by the Department, and
- (b) under the general guidance of the Department."

Achievement of NIPEC's statutory responsibilities is also laid out within its 'Management Statement & Financial Memorandum' as approved by the Minister of Health, Social Services & Public Safety and Department of Finance which sets out the rules and guidance relevant to the exercise of NIPEC's functions, duties and powers as well as how it is held to account for its performance.

NIPEC Staff and Council

NIPEC has a total of 15 permanent staff, with opportunity to develop others through secondment and temporary posts. Six of the permanent staff, including the Chief Executive, are required to have professional registration with the Nursing and Midwifery Council. The organisation is governed by a Council, comprising:

Chair

Professor Carol Curran, OBE

Professional Members

Ms Deirdre O'Donnell

Mrs Ruth Burrows

Mrs Lisa Houlihan

Mr Patrick McGreevy

Mrs Deborah Oktar-Campbell

Ms Catherine Rice (Deputy Chair of Audit & Risk Committee)

Vacancy

Vacancy

Executive Member

Mrs Angela McLernon, OBE, Chief Executive (Seconded from DoH)

Lay Members

Ms Alison Baxendale (Deputy Chair of NIPEC)

Dr Vinod Tohani (Chair of Audit & Risk Committee)

Ms Maureen Clark

Mr Paul Davidson

Vacancy

Vacancy

Ex Officio Member

Professor Charlotte McArdle, Chief Nursing Officer, DoH

Our Values

NIPEC is a unique person-centred organisation guided by a set of values that directly impact on what we do and how we do it.

Our values, summarised below, reflect that our functions are set in a context of requirement for all nurses and midwives to adhere to the Nursing and Midwifery Council *The Code: Professional standards of practice and behaviour for nurses and midwives*¹⁰.

These values will provide a constant reference point for our organisation as we seek to implement the Corporate Plan: 2017-2021.

BE IMPARTIAL 	BE COLLABORATIVE 	BE ACCOUNTABLE 	BE DYNAMIC 	PROVIDE LEADERSHIP 	MAXIMISE VALUE FOR MONEY 
We act with integrity, transparency and objectivity We promote a culture of equality and diversity	We are accessible to individuals and interested organisations We are responsive to the needs of our stakeholders and work in partnership with them to co-produce outcomes	We are accountable to the DoH, public, stakeholders and staff for stewardship of public funds and achievement of corporate outcomes	We are creative and innovative in our approach to co-design outcomes using Quality Improvement methodology	We provide professional leadership that positively impacts on nurses and midwives	We support and promote quality through continuous improvement, delivered in the most effective and efficient way within available resources.


Our Vision

Our vision has been informed through a series of engagement events with our stakeholders, including the public. That means that our vision has been defined by the people with whom, and for whom, we work. Our vision for the next four years reflects the intention to work as an organisation that will continue to be:



Leading and inspiring nurses and midwives to achieve and uphold excellence in professional practice.

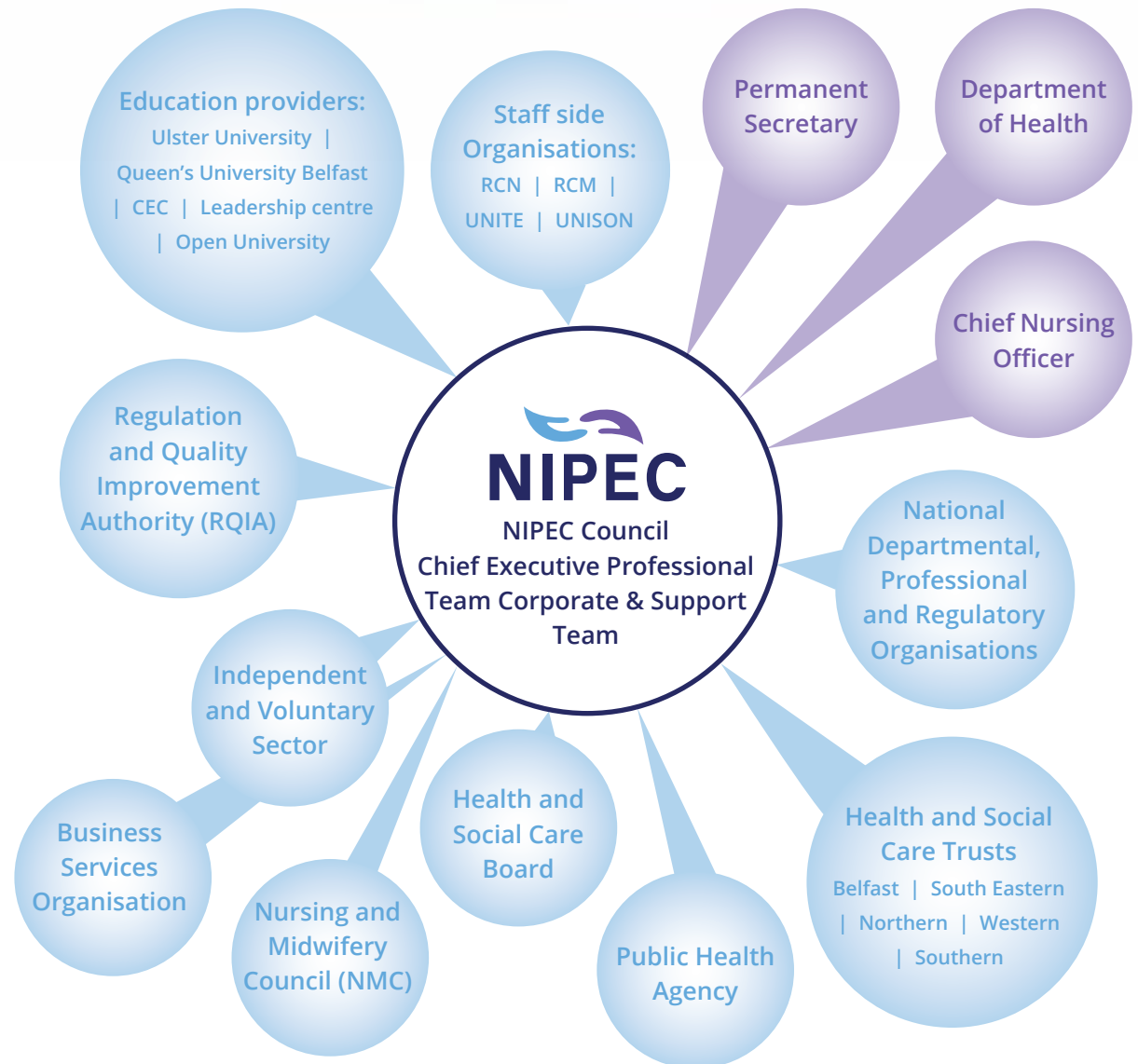
Our Mission



NIPEC aims to further promote the highest standards of practice, education and professional development of nurses and midwives to facilitate the delivery of safe, effective, compassionate, person-centred services.

Our Stakeholders

NIPEC strives to be an outward facing organisation: providing leadership for a positive impact and endeavouring to hold the respect of a wide range of stakeholders within a 'values based' approach. NIPEC collaborates, engages and consults with a wide range of stakeholders throughout each business year to deliver a challenging programme of work that has an impact on the delivery of care in Northern Ireland and beyond. The principles of co-production and co-design underpin NIPEC's stakeholder communication and engagement, living out the ethos of the fourth element of the 'quadruple aim', cited in *Systems Not Structures²* and *Health and Wellbeing 2026: Delivering Together³*



Our work 2012-2016

NIPEC's role in supporting the provision of safe, effective, compassionate, person-centred care is at the forefront of improving and developing the professional practice of the nursing and midwifery workforce in Northern Ireland to ensure that the right people with the right skills, are in the right place at the right time to provide care and services for the public.

In 2012 NIPEC celebrated 10 years of work in Northern Ireland and during the last four years we have worked consistently across our four statutory areas to deliver a range of products,

resources, tools, guidance and outcomes. This work has been with the engagement and partnership of our stakeholders, using robust evidence-based approaches and methodologies, underpinned by best practice and delivered within agreed time frames. Examples of some of the key achievements under the Corporate Plan 2012-2016 can be found at Appendix I, page 20.



Governance and Performance Review 2012-2016

NIPEC, as a NDPB views corporate governance as the way in which it is directed and controlled. NIPEC defines the allocation of responsibilities among the staff within the organisation, determines the rules and procedures for making decisions on corporate affairs, including the process through which the organisation's objectives are set, and provides the means of achieving those objectives and monitoring performance.

With the UK level of funding for public sector organisations remaining restricted and the outcome of the European Union referendum in 2016 being to 'Leave', this will ultimately effect the NI budget allocation from Her Majesty's Treasury. Therefore, substantial savings/efficiencies will continue to have to be made by public sector organisations and in order to deliver high quality and consistent outputs, with reducing resources, this will require even greater challenges over the period of this Corporate Plan.

As part of NIPEC's commitment to openness and accountability it will review this plan annually to ensure it continues to reflect both current and anticipated demands and it will also publish the plan on its website.

and Planning Assumptions

NIPEC will, during the period of this Corporate Plan, continue to deliver the strategic objective of maintaining a robust governance and accountability framework by:

- ensuring that Business Risk Management remains firmly integrated within the organisation, so that risks to the organisation are managed effectively and proportionately
- maintaining its robust financial governance arrangements
- complying with statutory and regulatory requirements

- ensuring the safeguarding, and proper and effective use of public funds, together with the stewardship of assets and resources
- quality assuring its project work using the NIPEC Quality Assurance Enhancement Framework.

Please see Appendix II, page 23, for a summary of NIPEC's financial and governance performance over the past four years.

Planning Assumptions

Key assumptions for NIPEC's strategic priorities 2017-2021 used to develop this plan are:

- NIPEC's statutory functions will not change
- The structural change to the Northern Ireland Health and Social Care Sector will not have a significant impact on the organisational form and capacity of NIPEC
- A financial breakeven each year

Our Priorities



NIPEC's strategic priorities support our overarching vision to lead and inspire nurses and midwives to achieve and uphold excellence in professional practice.

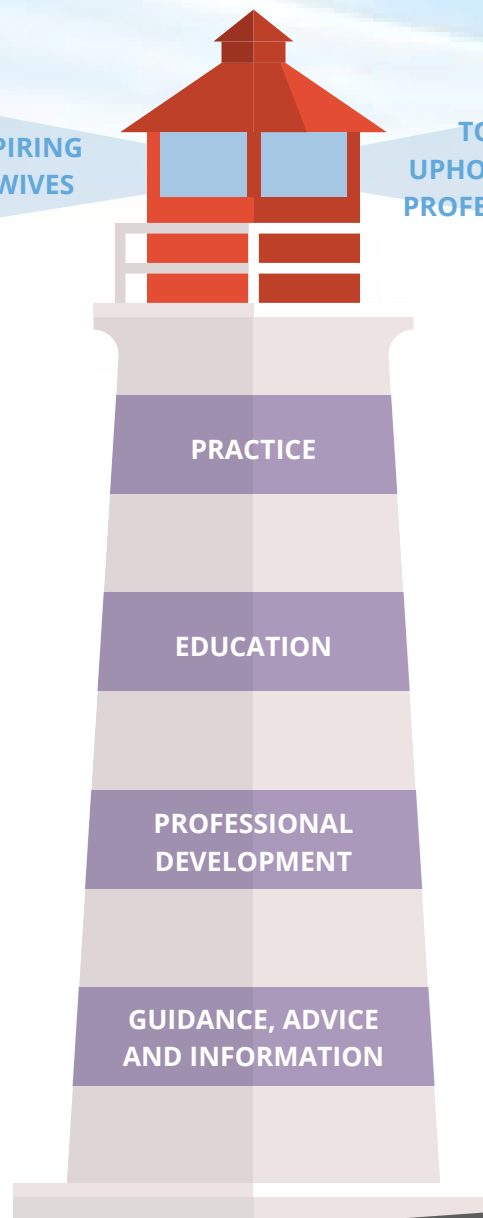
Our commitment to our stakeholders and the public in Northern Ireland over the next four years is that we will continuously improve within our functions as a modern, effective and efficient organisation. Our priorities practically demonstrate how that will be achieved within our legislative responsibilities.

DELIVERY OF SAFE, EFFECTIVE, COMPASSIONATE, PERSON-CENTRED SERVICES

LEADING AND INSPIRING NURSES AND MIDWIVES

TO ACHIEVE AND UPHOLD EXCELLENCE IN PROFESSIONAL PRACTICE

MODERN EFFECTIVE AND EFFICIENT ORGANISATION





NIPEC will promote high standards of practice among nurses and midwives by:

1. Completing regional programmes of work within agreed timescales that support continuous improvements in safe, effective care and compassionate person-centred services.
2. Communicating and engaging with stakeholders and partners in ways that maximise opportunities to develop and support professional practice.
3. Sharing and supporting improvement in practice by developing and disseminating throughout Northern Ireland and beyond best practice based on robust evidence.
4. Assessing the impact of our work.



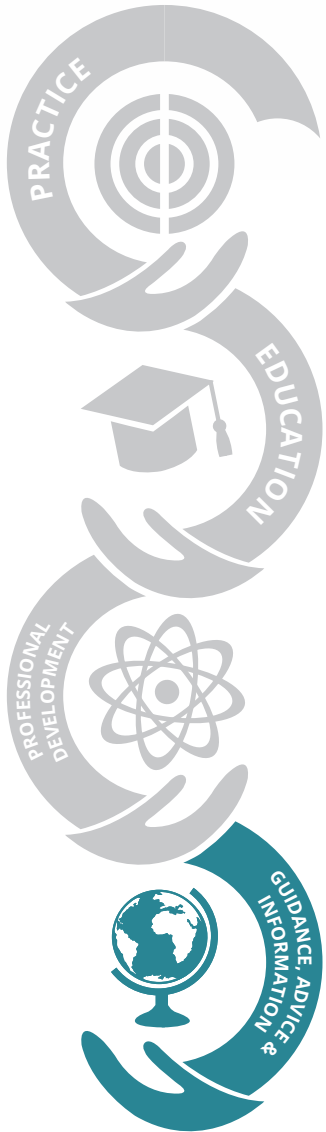
NIPEC will promote high standards of education among nurses and midwives by:

1. Contributing to the quality assurance of non NMC approved education, learning and development programmes for nurses and midwives.
2. Developing a range of specific tools and resources to support the education, learning and development of nurses and midwives.
3. Engaging with stakeholders to achieve education, learning and development programmes that are fit for purpose and relevant to service need, for nurses and midwives.
4. Engaging with a range of organisations and agencies to support the continued development of inter-professional education.



NIPEC will promote the professional development of nurses and midwives by:

1. Promoting professionalism within the principles of The Code¹⁰.
2. Leading the development of a range of resources through engagement and collaboration with stakeholders that maintain and develop the professional practice of nurses and midwives aligned to the strategic transformation of services in Northern Ireland.
3. Supporting the development of professional roles of nurses and midwives across all areas of practice.
4. Promoting innovation in professional development activities through digital technology advances.



NIPEC will provide guidance, advice and information on best practice and matters relating to nursing and midwifery by:

1. Facilitating the translation and implementation of strategic policy relating to all aspects of practice, education and professional development of nurses and midwives.
2. Supporting the interpretation and application of relevant legislation.
3. Supporting the capacity and capability of leaders at all levels within the nursing and midwifery professions.
4. Ensuring that all outcomes of our work are consistent with regional policy and national regulatory requirements.

Accountability, Monitoring and Implementation

This Corporate Plan sets out the Vision, Values, Aim and Strategic Priorities for the next four years of NIPEC's business. It represents a framework within which NIPEC will continue to engage and co-produce with partners and key stakeholders to deliver a challenging plan of work each business year, reflecting the needs of health and social care service provision in Northern Ireland. NIPEC's Corporate and Business Plans will support the achievement of the key outcomes for health identified in the *Programme for Government*¹, tackling health inequalities, improving physical and mental health and wellbeing, reducing preventable deaths and improving the quality of healthcare experience.

Accountability and Monitoring

NIPEC is accountable to the Minister for Health through our sponsor branch, the Nursing, Midwifery and Allied Health Professions Directorate,

DoH. NIPEC is monitored by the DoH against the Corporate Plan and annual Business Plan, through regular accountability review meetings throughout the business year, annual and quality reports and other ad hoc arrangements.

Implementation

The implementation of the Corporate Plan 2017-2021, requires a supporting infrastructure of robust governance and appropriate resources to enable effective management providing assurance to DoH through regular monitoring processes. This accountability includes both corporate and financial performance. We intend to deliver this element of NIPEC's business by:

- Ensuring that effective and proportionate business risk management remains firmly integrated within the organisation
- Maintaining our robust financial governance arrangements

- Complying with statutory and regulatory requirements
- Ensuring the continued effective stewardship of public funds, assets and resources
- Enabling continuous quality improvement within work streams and projects
- Maintaining and improving information, communication and technology infrastructure and resources.

These objectives are underpinned by our intention to maintain and support the development of a competent and valued workforce, strengthening a culture of critical enquiry through the use of best available evidence and maximising the use of advancements in information technology to the benefit of staff and stakeholders.

This, together with the availability of adequate funding, will ensure NIPEC is successful in the delivery of this Corporate Plan 2017-2021.

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¹⁵Health Equalities Framework (2013) available at http://www.ndti.org.uk/uploads/files/The_Health_Equality_Framework.pdf

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¹⁸Scottish Executive (2012). *The Report of the UK Modernising Learning Disabilities Nursing Review: Strengthening the Commitment*. Edinburgh; Scottish Government.

¹⁹Department of Health, Social Services and Public Safety. (2014). *Delivering Care: Nurse Staffing in Northern Ireland*. Available for download at: <https://www.health-ni.gov.uk/publications/delivering-care-nurse-staffing-levels-northern-ireland>

²⁰Moore, A. (2015). Thinking big on quality. *Nursing Standard*. 30(3): 22-23.

²¹Cannon, F., and McCutcheon, K. (2016). Nursing Revalidation. *Journal of Perioperative Practice*. 26(4), 72-77.

²²Northern Ireland Practice and

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²³*Ibid*, N 2, page 8.

²⁴*Ibid*, N 3, page 10.

Appendix I Our Work 2012 – 2016

During the last four years we have worked consistently across our four statutory areas to deliver a range of products, resources, tools, guidance and outcomes. This work has been with the engagement and partnership of our stakeholders, using robust evidence based approaches and methodologies, underpinned by best practice and delivered within agreed time frames. Examples of some of the key achievements under the Corporate Plan 2012-2016 are:

Practice:

- Management of the regional **Recording Care Project** developing resources including improvement in record keeping practice of 30% across 105 adult in-patient wards, a regional children's in-patient nursing record, a new model of nursing care planning, development of champions to support change and a framework to support the record keeping practice of health care support workers.
- Support for a Regional Group to agree a set of high level **Key Performance Indicators (KPIs)** to demonstrate and monitor the unique contribution of nurses and midwives.
- Development of a **competence assessment tools** to support Team Leaders and review of the Respiratory Competence Assessment Tool (R-CAT).
- **Reviews into the roles and impact** of the Maternity Support Workers and Support Officers for Ward Sisters/ Charge Nurses.
- The development and implementation of an **Attributes Framework** on behalf of the Co-chairs of Quality 2020 Task Group 4: Professional Leadership, to support quality improvement in Northern Ireland.
- Development and implementation of a **preceptorship framework** for Northern Ireland including an online microsite of tools and resources.
- Development of the **Promoting Good Nutrition Guidance and Resources**¹¹ and their inclusion on the Northern Ireland Electronic Care Record in 2014.
- Development of an **Advanced Nursing Practice Framework** to provide clarity about the Advanced Nurse Practitioner role in Northern Ireland.
- Development and review of **Standards for Person-Centred Nursing and Midwifery Record Keeping Practice**¹².
- A programme of work to ensure that nurses and midwives, along with their employers, were ready to implement the requirements of the Nursing and Midwifery Council (NMC) in support of the introduction of **revalidation**.
- Development of an interactive educational resource, **Midwives and Medicines NI**¹³ to support midwives

to fully understand their role and responsibilities in relation to medicines management and the delivery of safe and effective practice in Northern Ireland - Winner in the British Journal of Midwifery Awards 2015.

- Development of an action plan to enable the implementation of the **Delivering Excellence Supporting Recovery Framework**¹⁴, in partnership with the Public Health Agency.

Education:

- Annual submission of a report of **quality assurance activity** of non-NMC regulated and Department of Health (DoH) commissioned education and learning activities to DoH.
- Support to the **Education Commissioning Group** of the DoH through an interim arrangement of providing administration support (ceased December 2013).
- In partnership with the Infection Prevention and Control (IPC) Lead Nurses, engagement with **Higher Education Institutions** to **update** nursing and midwifery education staff in current IPC policies and procedures.
- Identification of gaps in the provision of **pre-registration learning and assessment placements in the Independent and Voluntary Sector**.
- Production of a **regional approach to the application and selection processes for pre-registration nursing programmes**. Evaluation demonstrated a reduction of almost 40% in the total number of interviews required to select applicants, a significant reduction in the time requested from service colleagues to participate in the interviewing process.
- Running awareness events promoting the **Health Equalities Framework**¹⁵ for those practising or teaching in the area of learning disabilities nursing and education.
- Led a **review of the education learning agreement template** which had been in pilot form across all five Trusts during 2011-2012.
- Development of an **in-house Quality Assurance Framework** including a self-assessment tool.
- Preparation of an **information fact sheet** for registrants at undergraduate level on how to access degree-level study through **Accredited Prior Learning (APL)**.
- Supported the **development and embedding** of a **recovery-orientated approach in practice in training programmes** for all health and social care professionals, at both under-and post-graduate levels within HSC Trusts, Education Institutions and the HSC Clinical Education Centre.

Professional Development:

- Annual evaluation of supervision in nursing across the five HSC Trusts with a demonstrated increase in responses over the four year period.
- Development of resources to support **Nursing Assistants including a Code of Conduct, Job Description for Agenda for Change Band 2 and 3** and relevant Knowledge and Skills Framework¹⁶ Post Outlines and Induction and Development Pathway.
- **Review** and update of the **NIPEC portfolio** to meet **NMC requirements for revalidation**.
- NIPEC supported DHSSPS to develop **A Workforce Plan for Nursing and Midwifery 2015-2020**¹⁷
- Development and implementation of an **action plan** to meet the recommendations from the **Strengthening the Commitment**¹⁸ report.
- Development of a **Career Pathway** for Nursing and Midwifery.
- Development of a **Professional Framework for Emergency Care Nursing**.
- **Review** of the current provision of **midwifery supervision** to provide professional advice and external assurances to the Chief Nursing Officer.

Advice, Guidance and Information:

- Co-ordination and management of the adoption of Phase 1 of the **Delivering Care: Nurse Staffing in Northern Ireland**¹⁹ framework resulting in the release of £12 million in funding to support nurse staffing in the acute care settings of general and specialist medicine and surgery.
- Production of **final draft guidance on nurse staffing levels in Type 1 Emergency Departments** in Northern Ireland as part of the *Delivering Care* Project, in partnership with the Public Health Agency and HSC Trusts.
- Continued **membership** of a range of **multi-professional fora** providing strategic and professional advice and guidance on matters related to the nursing and midwifery professions.
- **Hosting and facilitation of regional fora for senior nurses** working in the Independent and Voluntary sector and for Lead IPC nurses.
- **Featured in the September 2015 Nursing Standard**²⁰ as an **indispensable organisation which raises professional standards in nursing and midwifery in Northern Ireland**.
- **Publication on revalidation in the Journal of Perioperative Practice** published on March 2016²¹.
- **Publication of SCAN** on a monthly basis, for senior

nurses and midwives in the statutory, independent, voluntary and education sectors, highlighting current topical health and healthcare issues, key publications and events, under the broad headings of governance, leadership, workforce, education/development and patient experience.

One of NIPEC's main vehicles for communicating guidance to registrants is its website which is continually growing and being adapted to ensure that it continues to meet the needs of nurses and midwives within Northern Ireland. During the period 2012 – 2016, NIPEC undertook a number of evaluative reviews and updated the NIPEC main website and many of the other web resources including the NIPEC portfolio and micro sites along with the development of new websites such as the career pathway. In addition, our engagement with stakeholders has continued through the many events we hosted including:

- Annual conferences
- Annual stakeholder events to inform business planning
- Regional Ward Sister and Charge Nurse Conferences

- Consultation events – for example on the regulation of Health and Social Care Professionals; facilitation of Lord Willis of Knaresborough to hear the views of nurses to inform a review of commissioned nurse education; supporting registrant understanding and feedback to the development of capacity legislation in Northern Ireland.

Throughout all of the activity each year, NIPEC's staff remains committed to growing their knowledge, skills and networks to support the registrant professions in Northern Ireland. This includes the review of the impact of resources which occurs annually through the use of the Impact Measurement Framework²². Recommendations from each cycle are presented to the Chief Nursing Officer and actioned by NIPEC.

Appendix II Governance and Performance Targets 2012 - 2016

Table 1 Targets Set	Performance in 2015-16	Performance in 2014-15	Performance in 2013-14	Performance in 2012-13
Break Even on revenue and operating costs (Target: within 0.25% of RRL or £20,000)	0.8% or £11,073	0.86% or £11,944	0.75% or £9,812	0.98% or £15,724
Keep within the Capital resources limit (CRL)	Achieved	Achieved	Achieved	Achieved
Sickness Absence rates (Target reduced each year)	1.29% (Target: for this year was 4.5%)	3.0% (Target: for this year was 4.5%)	5.25% (Target: for this year was 5.2%)	3.56% (Target: none set for this year)
Invoice prompt Payment percentage within 30 days. (Target: 95%)	97.96%	87.5%	82.7%	94.1%
Invoice prompt Payment percentage within 10 days. (Target increased each year)	92.53% (Target: for this year was 70%)	69.2% (Target: for this year was 60%)	61.9% (Target: for this year was 50%)	Not required to be recorded
Controls Assurance Standards (Target: Substantial score i.e. 75%-99% compliance)	All the relevant 9 areas achieved scores within the substantial range (The scores ranged from 83% to 97%)	All the relevant 9 areas achieved scores within the substantial range (The scores ranged from 84% to 97%)	All the relevant 10 areas achieved scores within the substantial range (The scores ranged from 82% to 97%)	All the relevant 10 areas achieved scores within the substantial range (The scores ranged from 82% to 97%)

Targets Set	Performance in 2015-16	Performance in 2014-15	Performance in 2013-14	Performance in 2012-13
Break Even on revenue and operating costs (Target: within 0.25% of RRL or £20,000)	✓	✓	✓	✓
Keep within the Capital resources limit (CRL)	✓	✓	✓	✓
Sickness Absence rates (Target reduced each year)	✓	✓	✓	
Invoice prompt Payment percentage within 30 days. (Target: 95%)	✓	✓	✗	✓
Invoice prompt Payment percentage within 10 days. (Target increased each year)	✓	✓	✓	
Controls Assurance Standards (Target: Substantial score i.e. 75%-99% compliance)	✓	✓	✓	✓

Showing Table 1 in a RAG format:

Key:



Achieved



within 10% of Target



outside 10% of Target



No target set



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