



**The Northern Ireland Practice and Education  
Council for Nursing and Midwifery**

***ANNUAL QUALITY REPORT 2017/18***

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



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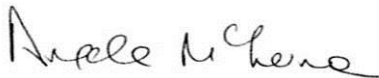
## Foreword

NIPEC is focused on enabling the nursing and midwifery professions to provide safe and effective care of the highest quality by promoting high standards of practice and high standards of education and learning for nurses and midwives. NIPEC also provides guidance on best practice for nurses and midwives and provides advice and information on matters relating to nursing and midwifery. This is possible through the strategic relationships which have been developed with professionals across all levels of health care service provision.

Quality 2020 underpins NIPEC activity and this annual report provides an opportunity for us to reflect and showcase the Quality 2020 principles in our work. As in previous years we have much to showcase in our work internally and externally, working with partners across the health and social care landscape in Northern Ireland. The enthusiasm and dedication of our Council members, staff, partners and stakeholders is inspirational and without their hard work and commitment we would not be able to achieve the level of quality evidenced in this report.

We especially acknowledge the contribution that nurses and midwives make to our work. Their commitment, dedication and engagement with our organisation is not taken for granted and we will continue to enable them to achieve improved care for their patients. We will ensure that we will do all that we can as an organisation to continue our high quality work and we will seek opportunities to build on existing relationships and create new partnerships to extend our influence.

As Chair and Chief Executive, we are pleased to present this Quality report for the fifth year on behalf of the NIPEC Council.



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Angela McLernon OBE  
NIPEC Chief Executive



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Professor Carol Curran OBE  
NIPEC Chair

## Introduction

NIPEC, as a non-departmental public body (NDPB), is enabled to bring stakeholders together with impartiality to take forward its work in support of safe and effective care. A key strength of NIPEC is its ability to work in partnership with a broad range of stakeholders to create high quality innovative solutions which support employers, nurses and midwives and enhance professional practice. This facilitates the delivery of safe, effective and person-centred care.

As a modern outward facing organisation, NIPEC is acutely aware of the multi-professional nature of contemporary service models and provision within which nurses and midwives work. Consequently, NIPEC is committed to effective, positive partnership working and to establishing, forming and maintaining collaborations and strategic alliances with a wide range of stakeholders from various sectors in order to promote and support the practice, education and performance of nurses and midwives.

The work of NIPEC reflects the requirements set out by the regulatory body for nurses and midwives, the Nursing and Midwifery Council (NMC), which is articulated in *The Code: Professional Standards of Practice and Behaviour for Nurses and Midwives* (NMC, 2015).

NIPEC also plays a particular role in supporting the vision and objectives of the DoH's Chief Nursing Officer (CNO) in the continued pursuit of excellence in the delivery of nursing and midwifery services to the population of Northern Ireland.

In addition to its staff, NIPEC's key stakeholders include the following:

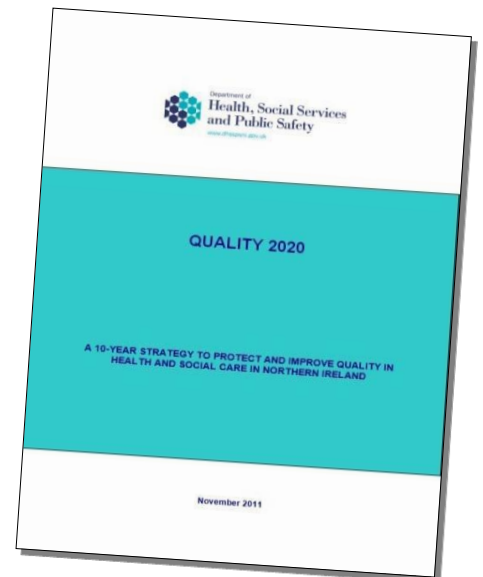
- Nursing and Midwifery Council (NMC) and Registrants
- Department of Health (DoH)
- HSC Trusts
- HSC Safety Forum
- Health and Social Care Board (HSCB)
- Public Health Agency (PHA)
- Patient Client Council (PCC)
- Education provider organisations
- Regulation and Quality Improvement Authority (RQIA)

- Royal Colleges of Nursing (RCN) and Midwives (RCM)
- Trade Union organisations
- Independent and Voluntary Sector
- Northern Ireland Social Care Council.

In line with the *Quality 2020* principles, NIPEC agrees that quality is everyone's business. Whilst health and social care services continue to be delivered to the highest standards across a system which is supported by highly skilled and motivated staff, there is no room for complacency within a financially constrained system which delivers care against a context of increasing pressures and challenges.

This Annual Quality Report sets out what NIPEC achieved during 2017/18 to improve its services under each of the five strategic goals outlined in *Quality 2020*:

- Transforming the Culture
- Strengthening the workforce
- Measuring the improvement
- Raising the standards
- Integrating the care.



## Transforming the Culture

***“We will make achieving high quality the top priority at all levels in health and social care. We will promote and encourage partnerships between staff, patients, clients and carers to support decision making (DHSSPS 2011a).”***

### ***Our Vision and Values***

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.

NIPEC’s vision reflects the intention to work as an organisation that will continue to be:



NIPEC is a unique person-centred organisation guided by a set of values that directly impacts on what we do and how we do it. Our values, summarised below, reflect that our functions are set in a context of the requirement for all nurses and midwives to adhere to the NMC Code: Professional standards of practice and behaviour for nurses and midwives (NMC, 2015). These values will provide a constant reference point for our organisation as we seek to implement the Corporate Plan: 2017/21.



NIPEC, in fulfilling its statutory responsibilities, places nurses and midwives at the centre of its activities. This includes promoting high standards of practice, education and professional development and providing guidance, advice and information on best practice and matters relating to nursing and midwifery to support the delivery of safe, effective and person-centred care.

NIPEC is not a care provider organisation, however, through its statutory responsibilities it is in a unique position to directly support the delivery of high quality frontline services provided to patients, clients and their families.

### *Maintaining Quality within Governance Arrangements*

NIPEC reports on the quality of its performance through its Annual Report, Annual Quality Report, Financial Statements and bi-annual Accountability Reviews with the DoH.

**NIPEC is accountable to the Minister for Health through the Department of Health (DoH). Operating within the legislative and policy requirements of Arm’s Length Bodies (ALBs) and within the principles of the HSC Framework, the organisation is also accountable to the Chief Nursing Officer in relation to professional issues.**

As an accountable organisation, robust governance structures and systems are in place (Appendix 1) overseen by the NIPEC Council (‘The Council’). These underpin the roles, responsibilities and functions of NIPEC, including an internal audit plan.

The quality of services is embedded within NIPEC’s governance arrangements which ensure that the contribution of the organisation fits strategically and operationally in support of effective and quality care delivery across the HSC. This is reflected in the

Corporate and Business plans of the organisation as quality is a standing item on the agenda of Council meetings, Business Team and Professional Team meetings.

NIPEC Council directs the development and delivery of the Annual Business Plan by regularly monitoring performance against strategic objectives and, on an annual basis undertakes a self-assessment of performance, which is used to improve the effectiveness of the organisation.

**NIPEC's Council is charged with setting the strategic direction of the organisation and overseeing governance responsibilities. The Council meets each quarter and as part of its role to monitor NIPEC's activities and performance, feedback is provided by senior staff by means of written and verbal reports as well as presentations on the initiatives, projects and governance issues.**

The Council is also the forum whereby the quality of the organisational structures are reviewed and approved as an assurance that NIPEC remains fit to deliver its statutory responsibilities and functions.

The Council engages regularly with key stakeholders to ensure that the work of the organisation is co-produced and uses every opportunity to share and seek feedback on the work and performance of the organisation. As part of the Council's annual governance cycle, the members participate in NIPEC's annual stakeholder workshop (see *Integrating the Care*) to review and quality assure organisational business objectives and plan for the next year's objectives.

The Council are regularly updated on all relevant operational issues and actively participate and advise on decisions regarding organisational developments in relation to broader strategic themes emerging from a range of sources. These include regulatory and legislative requirements such as those from the NMC and DoH along with the learning from Regulation and Quality Improvement Authority (RQIA) and other inspections and reviews.

During 2017/18, NIPEC maintained a robust governance and accountability framework by:

- ensuring that Business Risk Management remained firmly integrated within the organisation, so that risks to the organisation were 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 through robust evaluative processes.

NIPEC regularly shares information with the DoH through regular Sponsor Branch meetings. Information shared via these meetings is developed from and fed back to the NIPEC Business Team and Professional Team meetings ensuring that there is continual updating of NIPEC policy and practice.

In accordance with NIPEC's Records Management policies and procedures and the principles outlined in Records Management: Good Management Good Records (DHSSPS, 2011b), a system is in place to ensure effective and efficient storage and retrieval of records, documents and resources. Within the remit of NIPEC's Information Governance Strategy published in April 2016, measures are in place to ensure IT data security and all policies and procedures in NIPEC are updated and reviewed on an ongoing basis.

### *Influencing the Culture through Consultation*

The Council, along with NIPEC's staff and stakeholders, have the opportunity to influence policy and practice regionally and nationally by responding to consultations and outcomes of reviews and inspections. In 2017/18 these included consultations from the DoE, HSCB, NMC, BSO and DoH.

Whilst these consultations are an important part of the ongoing contribution that NIPEC makes to the quality of the work of other organisations regionally and nationally, it is recognised that NIPEC has a particular role to play in ensuring that consultations are meaningful and represent the views of the HSC workforce. To achieve this, NIPEC has been involved in work to facilitate HSC staff to engage in consultative processes, especially regarding crucially important changes to the work of HSC staff. For example, NIPEC hosted an event in August 2017 attended by the NMC to help NI senior nurses and midwives contribute to the consultation on the NMC Education Framework. This highlights the supportive work that NIPEC engages in to enable nursing and midwifery stakeholders to have their voice heard at regional and national level.

### *Valuing Staff*

NIPEC highly values its main resource - our Staff - with whom we regularly engage and communicate. As a person-centred organisation, NIPEC is guided by a set of values that directly impact on what it does and how it does it. Team working and the promotion of a positive culture, in order to develop and maximise the contribution of the workforce, is central to the delivery of our corporate objectives. The Senior Management Team is committed to ensuring that any negative behaviours or attitudes are considered unacceptable within the organisation and this is ensured via

the current governance arrangements. In 2017/18 NIPEC's Audit and Risk Committee monitored and reviewed key governance documents, such as the Whistleblowing Policy, the Code of Conduct for Staff and the Fraud Response Policy and Plan.

Work that was initiated in previous years has continued in 2017/18 with some amendments to ensure that the activities are relevant, acceptable and helpful to NIPEC's staff. These include:

- Staff Health and Wellbeing committee initiatives
- A review of the team 'Huddle' initiative: the fortnightly meetings last about 10-15 minutes and are led by both corporate and professional staff. They provide staff with an opportunity to brief colleagues on organisational priorities and pressure points for the forthcoming two weeks. Messages from the review demonstrated that staff found the organisational brief helpful but wished the information transfer to be further structured to improve efficiency and utility. These changes have been initiated and will be reviewed in 2018/19
- HSCNI Staff Survey: a small working group involving corporate and professional staff was established to look at a number of recommendations arising from NIPEC's organisational report. In 2017/18 all the recommendations and action points agreed at the staff meeting held in September 2016 have been completed
- Quality 2020 Attributes Framework (DHSSPS, 2014): all staff have now completed the Level 1 training as have four NIPEC Council members.

In NIPEC, developing and modelling teamwork is facilitated using a collaborative approach. NIPEC's Senior Management Team, which comprises five Senior Professional Officers (SPOs) and the Head of Corporate Services, supports the Chief Executive in the operational aspects of the organisation's business. Effective communication is maintained via professional and staff team meetings and staff are given the opportunity to contribute to the agenda for these meetings.

Staff are involved in a number of working groups on a regular basis (e.g. health and safety; health and social wellbeing) and on an ad-hoc basis (e.g. conference planning). A range of policies and mechanisms are in place to support and encourage staff to be involved in decision making, problem solving and innovation including: NIPEC's 'Working Well Together' Policy and 'Capability/Competence' Procedure; a range of HR 'family friendly' policies; a suggestion box; our internal meeting structure (Business Team, Corporate Services Management Team, Professional Team, Admin team meetings, staff meetings; 1:1 appraisal and development meetings); line management structure. In addition, the Joint Negotiation and Consultative Committee (JNCC) continued to meet on a regular basis during 2017/18 and NIPEC ensured that its HR policies and procedures were in line with

best practice by utilising the services of the BSO's Human Resources Directorate and Equality Unit.

A safe environment for raising concerns is also provided to enable listening and response, addressing problems and challenges when improvement is recommended.

### **Communication**

NIPEC utilises a range of resources to ensure effective communication with key stakeholders including on-line, written, electronic and face-to-face communication.

#### *NIPEC Website*

The website facility consists of the main website <http://www.nipec.hscni.net> the career pathway microsites and online portfolio website <https://nipecportfolio.hscni.net> We apply robust mechanisms to ensure that our website is an effective and easily accessible resource for nurses and midwives, supporting them in their practice, education and professional development. NIPEC's Website Governance Team meets monthly to review the website and ensure its information is current, accessible, and useful for stakeholders.

During 2017/18 the NIPEC website information team kept the website updated by:

- Developing further microsites to promote resources
- Transforming NIPEC's main website to enable visitors to navigate the site with ease
- Regularly posting latest news about NIPEC resources and events
- Using google analytics to collect data to understand visits to the websites
- Using software to remove broken links: ITS has updated the NIPEC website to undertake this analysis and will facilitate NIPEC to run this software on a quarterly/six monthly basis, dependent on the outcome of the report.

Due to reconfiguration of the NIPEC web based resources and websites a new baseline was recorded in order to effectively track activity and evaluate use of these resources.

The main NIPEC website received 76,502 hits and 14,673 visitors<sup>1</sup> with an average time of 3.23 minutes per session (April 2017 to March 2018). The visitors to NIPEC's main website were from 123 countries the top five of which were, UK, US, Ireland, India, and Australia. Of this figure, 85% were new visitors.

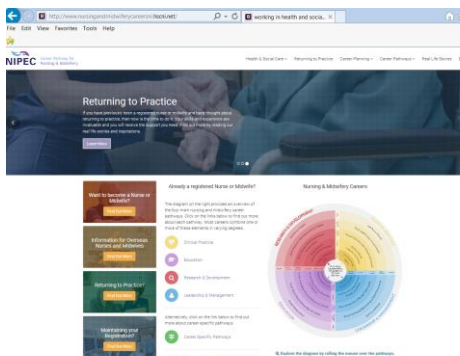
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<sup>1</sup> unique visitors are the number of individuals accessing the site

These figures demonstrate the importance of the NIPEC website regionally, nationally and internationally.

### *Career Pathway Website*

The Career Pathway website received 20,791 hits and 7,840 visitors<sup>1</sup> with an average time of 1.43 minutes per session (April 2017 to March 2018). This also represents a year on year growth in Career Pathway use. Those who visited the career pathway website were from 85 countries of which the top five were, UK, Ireland, US, India and Australia. Of this figure, 90% were new visitors.



The Regional Career Pathway for Nursing and Midwifery, <http://www.nursingandmidwiferycareersni.hscni.net/> is also accessible through the main NIPEC website.

The career pathway website continues to be enhanced with additional profiles of registrants working in various roles and settings in Northern Ireland. New podcasts have been added in 2018 to promote careers in Older People's Nursing and Learning Disabilities Nursing. In

2017/18 a specific career pathway for Registered Nurses Learning Disabilities (RNLD) is in development which will profile the talent and wide range of skills and competencies used every day by RNLDs.

NIPEC is delighted to have commenced an important engagement with Primary Care to develop a career pathway for nursing roles in General Practice. A multiprofessional Steering Group has been established, chaired by a GP Federation Nursing Director and comprising representatives from General Practice, including Nurses, General Practitioners and Education Providers.



Later in 2018 it is planned to promote the role of Nursing Assistants and provide a section on the career pathway specific to this group of staff. The site can also be accessed by those contemplating nursing or midwifery as a career: <http://www.nursingandmidwiferycareersni.hscni.net/nipeccareers/index.html>



Increasingly, the Career Pathway website is being utilised by service and education providers to highlight the range of career opportunities that nursing and midwifery provides. The website is also a valuable resource to utilise when NIPEC professional staff engage with education providers and prospective nursing and midwifery students. One of NIPEC's SPOs and a Nursing Officer from the DoH annually promote the nursing and midwifery careers website with students such as in South Eastern Regional

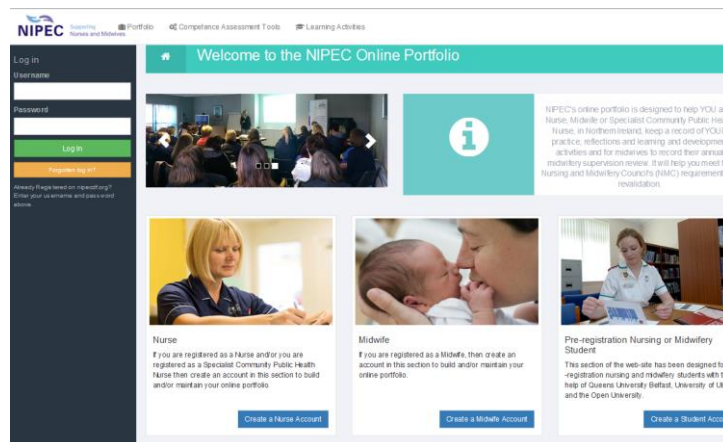
College (SERC). This is an important contribution in light of the fact that nursing and midwifery students from this source are increasing: in Spring 2018, 46 students from a cohort of 50 are starting University in September 2018 - a significant increase from the previous year.

### *Online Portfolio Website*

NIPEC's online portfolio supports both nurses and midwives to maintain their records for each revalidation period and it continues to be enhanced to ensure it meets their needs. The portfolio enables registrants to:

- Record their practice hours
- Record and reflect on their Continuing Professional Development
- Record their feedback
- Reflect on their practice related feedback
- Download the NMC template with their information automatically inserted in the relevant sections
- Email relevant information to fulfil their revalidation requirements.

The Online Portfolio website received 76,065 hits and 3,605 visitors<sup>1</sup> (with an average time of 11.38 minutes per session (April 2017 to March 2018)). The baseline number of accounts registered on the online portfolio was reset in July 2017 to ensure those accounts being actively used are included in statistical analysis. The 3,605 visitors to the Online Portfolio were from 62 countries and the top five were, UK, Italy, US, Ireland and Germany; 80% were new visitors.



## SCAN (Senior Nurse/Midwife Current Awareness from NIPEC)



This monthly publication (10 issues annually) highlights current topical health and healthcare issues, key publications and events across the themes of governance, leadership, workforce, education/development and patient experience. NIPEC also uses the front section to highlight NIPEC's news and other important events/publications. SCAN is issued for wider circulation via email to over 200 senior nurses and midwives in the statutory and independent sectors including HSC Trusts, PHA, DoH, Independent Hospitals, Hospices and Nursing Homes, as well as Education Providers and Staff Side organisations.

It is also published on NIPEC's website <http://www.nipec.hscni.net/previousworkandpublications/scan-newsletters/> and promoted through NIPEC's social media. NIPEC continues to add to the circulation list of SCAN in response to requests through its enquiry line.

### Social Media

NIPEC increased its social media presence and has made good use of twitter throughout 2017/18 including at the NIPEC conference. The NIPEC team "tweeted" photographs and quotes from the speakers throughout the conference. A promotional video was also made with some of the speakers, including the Chief Nursing Officer Professor Charlotte McArdle, Gareth Rowan (Service User), Siobhan Rogan (RCN Award Winner, Learning Disabilities Nurse) and Brenda McDonald (Nursing Assistant) who helped develop the resources for Nursing Assistants is now a Nursing Student in Mental Health. This promotional video was posted via facebook and twitter. In 2017/18, NIPEC has increased its number of followers on Facebook by 126 to 346 as at 31<sup>st</sup> March 2018 and for the same period it has increased its number of followers on Twitter by 323 to 941 (see table below).

#### Facebook NIPEC Statistics 2017/18

Total Number of Posts	Total number of people reached	Total Number of new followers	Total Number of followers
221	19,720	126	346

## Twitter NIPEC Statistics 2017/18

Total Number of Tweets	Total number of people reached/ impressions	Total Number of new followers	Total Number of followers
278	136,979	323	941

*Senior Professional Officers engaged in one of the Twitter Chats.*



## Strengthening the Workforce

***“We will provide the right education, training and support to deliver a high quality service. We will develop leadership skills at all levels to empower staff to take decisions and make changes” (DHSSPS 2011a).***

Knowledgeable and competent practitioners are vital in ensuring the delivery of safe and effective care. The NMC requires that nurses and midwives

*“...must keep (their) knowledge and skills up to date, taking part in appropriate and regular learning and professional development activities that aim to maintain and develop (their) competence and improve (their) performance” (NMC, 2015).*

Key to this is the need for strong and visible leadership at all levels to ensure that innovation and change are supported by informed practitioners and that when things go wrong, registrants can identify and articulate the issues to effect the right change at the right time on every occasion. As such, NIPEC has a unique role to develop resources and tools that support staff at all levels within the HSC to identify where improvements can be made and new methodologies introduced. The ultimate aim of these developments is to support and take forward transformational change, including addressing and, where appropriate, escalating concerns. NIPEC has a culture of being at the forefront of innovation and change within the nursing and midwifery professions and welcomes effective leadership to integrate quality into nursing and midwifery care in Northern Ireland. As previously mentioned, quality is a standing agenda item at Council, Senior Management Team and Professional Team meetings. In addition, NIPEC ensures that its work streams are aligned to regional strategies for example: the Northern Ireland Maternity Strategy (DHSSPS, 2012) and national work such as supporting the NMC in the outworking of revalidation.

NIPEC highly values the relationship that it has with the NMC. During 2017/18 NIPEC worked with the NMC to support the development of the pre-registration education standards for Nursing and Midwifery in preparation for their launch in May 2018. It is anticipated that the Future Midwifery standards will be launched early in 2020. The DoH invited NIPEC to lead a process to assure and support the regional implementation of the Future Nurse Future Midwifery standards. A NIPEC Senior Professional Officer is the Project Lead working in collaboration with a range of stakeholders to progress the identified work streams from April 2018 which include:

- Curriculum development
- Development of a Practice Assessment Document (electronic)
- Supervision and Assessment in Practice.



## *Nursing and Midwifery Workforce*

Changes and challenges continue to have an impact on the nursing and midwifery workforce in Northern Ireland including: changing population demographics; an increase in public health roles; working within integrated teams; changes in models of service delivery from predominantly acute to primary and community based care; enhancing multi-disciplinary and multi-agency working; further development and introduction of Advanced and Specialist Practice Nursing roles such as Primary Care and Emergency Care and the changing European and local political landscape. NIPEC has a particular role in supporting the vision and objectives of the DoH Chief Nursing Officer in the pursuit of excellence in the delivery of nursing and midwifery services to the population of Northern Ireland.

During 2017/18, NIPEC worked in collaboration with key nursing and midwifery leaders to support a flexible approach to the learning and development of nurses and midwives. Part of this was the co-production of resources to enable registrants to enhance their competence and performance to improve the quality of care they provide to their patients and clients. Examples of completed and developing programmes of work include:

*A Career Pathway for Nursing and Midwifery in Northern Ireland (see Page 10)*

*Learning Disabilities Nursing Professional Development Forum*

NIPEC held three events with attendance of over 50 delegates at each event showcasing developments in practice specific to Learning Disabilities Nursing and progressing the work streams of the NI Collaborative.

*Post Registration Masters Programme*

NIPEC supported the DoH to prepare a substantially revised proposal for a Post Registration Masters Level Nurse Development Programme. This proposal intentionally supports the strategic direction set by Health and Wellbeing 2026: Delivering Together (DoH, 2016) and in particular the transformation of health and social care services by introducing a comprehensive initiative to support the retention of newly registered nurse graduates in local workforces.

*A Supervision Framework for Nursing and Midwifery*

Through the Central Nursing and Midwifery Advisory Committee (CNMAC) chaired by the CNO, NIPEC was commissioned to lead work to explore the development of a *Nursing and Midwifery Supervision Framework* for Northern Ireland that could be positioned under one policy directive. The work recognises that nursing and midwifery are two separate professions along with recommendations for legislative changes to the Nursing and Midwifery Order 2001 to remove the statutory

supervision of midwives. The first draft of a model has been completed to support nursing and midwifery supervision under a single policy framework.

### *Professionalism*

Led by NIPEC, the *Enabling Professionalism* Framework was launched on Nurses day May 2017, by the four UK Chief Nursing Officers. The current resources are housed on the NMC website. Two journal articles and a series of animations have been released to demonstrate how the framework might be used to celebrate good practice and challenge poor practice. The framework was also used as the offering from the UK to the International Council of Nurses (ICN) Nurse's Day 2018 and the resource is also linked to the ICN website. There is evidence that nurses and midwives across the UK are using this framework to guide reflection for revalidation and improve professional practice.

### *Safeguarding Adults Competency Framework*

During 2017/18 NIPEC led work to develop a *Safeguarding Adults Competency Framework* for nurses and midwives. The aim of this project is to develop a competency framework that is applicable to all nurses and midwives that reflects the skills and knowledge required to safeguard adults and hence contribute to the quality of care that is provided. Following a successful workshop in March 2018 the core elements of the proposed competencies for Adult Safeguarding have been refined and it is anticipated that the framework will be finalised by September 2018.



Participants in the Adult Safeguarding workshop at Antrim Civic Centre.

### *Leadership Updates*

NIPEC officers work closely with registrant staff in HSC organisations providing professional updates and raising awareness on issues which have the potential to impact on professional practice and ultimately safe and effective person-centred

care. Updates are also provided to DoH and at HSC Trust Nursing Executive meetings and to other organisations such as the RQIA.

### *Preparing Nurses and Midwives for Encompass*

Northern Ireland is preparing to procure, develop and implement a system wide electronic record for health and social care organisations. NIPEC, as part of the Recording Care work stream, has facilitated two regional workshop events to inform and support nurses and midwives to adopt this change. This has included a regional symposium on nursing languages, to engage the profession in a debate relating to the adoption of a digital clinical noting platform, encouraging thinking about how this will align with the current innovative approach to care planning being implemented in adult and children's wards in the region.



### *NIPEC's e-resources*

The competence assessment tools outlined in Table 1 (see below) are designed to facilitate on-line completion to support staff with reflection and enhancement of knowledge, skills and behaviours. Competence assessment tools are available on the online portfolio and the NIPEC website. These resources enable nurses and midwives to complete a self-assessment in order to identify their learning needs and develop their knowledge and skills.

Table 1: Competence Assessment Tools

<b>NIPEC's e-resources:</b>	<b>Available at:</b>
<b>Attributes Framework</b>	<a href="https://nipecportfolio.hscni.net/compro/ReadOnly/attributes/default.asp">https://nipecportfolio.hscni.net/compro/ReadOnly/attributes/default.asp</a>
<b>Respiratory (R-CAT)</b>	<a href="https://nipecportfolio.hscni.net/compro/ReadOnly/rCAT/Default.asp">https://nipecportfolio.hscni.net/compro/ReadOnly/rCAT/Default.asp</a>
<b>Promoting the mental health and wellbeing of children and young people</b>	<a href="https://nipecportfolio.hscni.net/compro/ReadOnly/PMHWB/Default.asp">https://nipecportfolio.hscni.net/compro/ReadOnly/PMHWB/Default.asp</a>
<b>Competence Assessment Tool for Ward Sisters/Charge Nurses</b>	<a href="https://nipecportfolio.hscni.net/compro/ReadOnly/WSCN/Default.asp">https://nipecportfolio.hscni.net/compro/ReadOnly/WSCN/Default.asp</a>
<b>Competence Assessment Tool for Team Leaders</b>	<a href="https://nipecportfolio.hscni.net/compro/ReadOnly/team/Default.asp">https://nipecportfolio.hscni.net/compro/ReadOnly/team/Default.asp</a>

In addition to those already mentioned, NIPEC's work to strengthen the nursing and midwifery workforce also included refreshing the microsite for improving record keeping practice with new resources, completion of an impact measurement of the NIPEC Preceptorship Framework and submission of recommendations to the DoH CNMAC Workforce and Education sub group in relation to application and selection processes for pre-registration nursing programmes in Northern Ireland.

### *European Union Work*

NIPEC hosted a visit of a delegation of senior nurses and midwives from across Croatia in June 2017 as part of the European twinning Project – Expert Mentor Programme.



Also in June 2017, NIPEC staff met with colleagues in the Office of Nursing and Midwifery Services Director in the Republic of Ireland to share learning and experiences across the island of Ireland relating to strategic roles for nursing and midwifery. This successful event was followed up in December 2017 with a master class on co-production hosted the evening before the CNO All Ireland Conference in Belfast.



Dublin



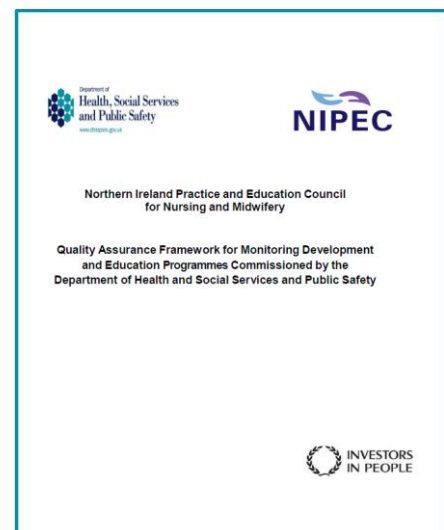
Malone House (Master Class)

### *Improving Standards in Education and Development*

NIPEC promoted improved standards of education and development in collaboration with education and service providers and provided a range of activities and events relating to education, learning and development to facilitate and further develop the competence of nurses and midwives.

Each year the DoH commissions NIPEC to quality assure a sample of DoH funded education and learning programmes and activities. The monitoring is undertaken in accordance with a regionally agreed framework developed by NIPEC (NIPEC 2016). The criteria for Quality Assurance (QA) are presented as good practice statements, and address:

- the need for transparency of the provider's intentions
- links with improving patient and client care
- the requirements to make best use of partnership working
- value for money.



NIPEC benchmarks each activity for QA against good practice statements and makes recommendations for improvement. Recommendations are followed up with the

education provider at the following year of QA activity to establish how these have been progressed. NIPEC submits an annual report to the CNO, detailing key findings of the QA activity, highlighting any issues arising and a suggested action plan. This is an essential part of driving up the quality of education programmes and hence the standard of nursing and midwifery practice. Findings and themes were presented in the form of a report to the CNO. Programmes included in the QA monitoring during 2017/18 are presented in Table 2 see below:

Table 2: Programmes included in NIPEC’s QA monitoring during 2017/18

**Quality Assurance of Non-NMC Commissioned Activity  
DoH 2017/18**

QUB	Ultrasound Scanning
UU	Stroke Care (Inter-disciplinary)
CEC	Anaesthetic Nursing (6 days)
OU	K117 - Enhancing Your Health Care Practice
345 Group	Cervical Screening Programme

During 2017/18, NIPEC delivered its responsibilities of promoting high standards of practice, education and the professional development of nurses and midwives to develop leadership knowledge and skills, improve practice and introduce new ways of working. Examples include:

- Development of an *Outcomes Measurement Framework* specifically applicable to Learning Disabilities Nursing. The purpose of the Outcomes Measurement Framework is to act as a resource for RNLDs to enable the demonstration of the outcomes of nursing practice
- NIPEC tested the *Career Framework for Specialist Nursing* through the development of competencies for Specialist Nurses in Children’s Diabetes, Tissue Viability and Palliative Care. The overarching Framework was further enhanced during this process and is currently being prepared for publication.

*Leadership in Strengthening the Workforce*

NIPEC provides leadership to strengthen the workforce to transform services and influence change at all levels to enable the workforce to deal effectively with challenges and opportunities that lie ahead and to improve quality. NIPEC does this using a variety of opportunities and resources, and is continually seeking to create new opportunities to strengthen the workforce through quality improvement methodologies.

In 2017/18 NIPEC continued its involvement in the support and implementation of the *Attributes Framework* (DHSSPS, 2014). This framework was developed by the HSC Safety Forum and NIPEC in partnership with key stakeholders within Health and Social Care, including Medicine, Nursing, Midwifery, Allied Health Professions, Social Work, and General Practice to support leadership for quality improvement and safety at all levels in Health and Social Care. The purpose of the framework is to enable:

- individuals to assess their current attributes (knowledge, skills and attitudes) in relation to leadership for quality improvement and to determine the learning and development needs for their current or future roles
- organisations to build the capability and capacity of the workforce to participate in, and lead initiatives which develop quality care and services.

In 2017/18 work has been completed to design the content of Level 2 and Level 3 programmes for staff (multi-professional and non-professional) responsible for delivering and driving quality improvement and safety in HSC. This is to ensure that all staff are developed to deliver the Ministers vision Health and Wellbeing 2026:

Delivering Together (DoH 2016). NIPECs work on the Attributes Framework is recognised internationally as one of NIPEC SPOs has co-authored a chapter in a book with the Director of the Safety Forum and the Chief Nursing Officer “*Healthcare Systems: Future Predictions for Global Care*” (2018).



During 2017/18, NIPEC contributed to the continuous professional development of nurses and midwives through engagement, teaching and presentation opportunities. For example:

- presentation of NIPEC’s work and resources to final year nursing and midwifery students across all NI HEIs
- presentation of nurses role and function to participants undertaking Nursing Leadership Programmes delivered by the HSC Leadership Centre and Clinical Education Centre. NIPEC presented to over 200 final year student nurses on the improvement methods being utilised in Northern Ireland to improve nurse record keeping practice, including the new approach to care planning and the Enabling Professionalism Framework
- NIPEC regularly demonstrates its website, resources and online portfolio during organised events. This approach encourages participants to record and reflect on their continuous professional development, an NMC requirement for revalidation
- NIPEC engaged with nursing and midwifery colleagues working within the RQIA to support professional development through a range of meetings. At

these meetings, NIPEC staff presented updates on projects, resources and professional issues for nursing and midwifery staff working in RQIA. In particular in 2017/18 following the release of the Inquiry into Hyponatraemia Related Deaths, a meeting was convened with RQIA nursing inspectors in relation to the new approach being rolled out regionally for nursing care planning

- NIPEC coordinated and chaired a Mental Health Nursing education workshop on behalf of the DoH as part the on-going DoH Mental Health Nursing Review led by the Deputy Chief Nursing Officer (DCNO).

NIPEC maximises its leadership function by encouraging nurses and midwives to be involved in decision making, problem solving and innovation through a range of opportunities. In 2017/18 this was demonstrated through the following examples:

### *Delegation*

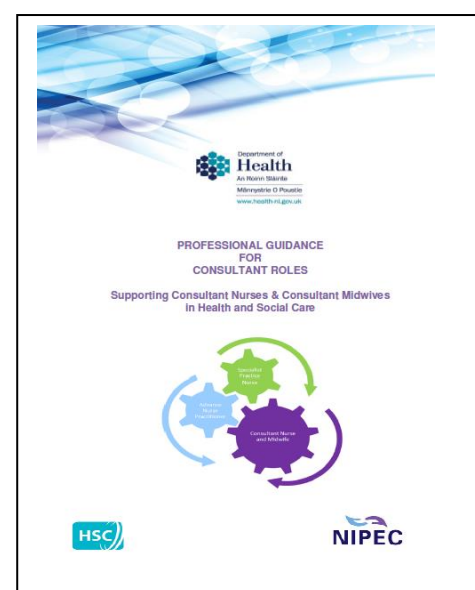
In 2017/18 NIPEC led the completion of a decision support framework for delegation of nursing and midwifery tasks and duties. This work was co-chaired collaboratively by the Director of Nursing RQIA and the Chief Executive of NISCC. The final draft framework was agreed by the Central Nursing and Midwifery Advisory Committee (CNMAC) in March 2018, following a period of testing in service environments and review.



This tool will support appropriate decision making within integrated nursing and midwifery teams, underpinning choice and control for health and social care provision for the population of Northern Ireland. Three further phases of this work have been identified through the first phase of this work and relate to a range of inter-professional arrangements for person-centred outcomes.

### *Professional Guidance to Support Consultant Roles*

Professional Guidance to support Consultant roles in HSC Bodies was published and endorsed by the CNO for implementation in July 2017. The Steering Group was led by one of the Executive Directors of Nursing and included consultant nurses and consultant midwives along with senior nurses and midwives in HSC Trusts, education providers, PHA and Professional Bodies.





## **NIPEC's Workforce**

NIPEC is a relatively small NDPB within the HSC family of organisations, providing effective and efficient service to its stakeholders. Our organisational chart is presented in Appendix 2. As a person-centred organisation, NIPEC is guided by a set of values that directly impact on what it does and how it does it. The contribution of the workforce is central to the delivery of NIPEC's corporate and business objectives and NIPEC staff are at the heart of what the organisation does. We seek to develop and model excellent teamwork via our ethos and our activities.

*"NIPEC is committed to the promotion of good relations between people of differing religious belief, political opinion and or racial group. As a health and social care organisation we are committed to promoting respect for diversity and to challenging sectarianism and racism in both employment and services."*

Within the organisation there is an embedded system of staff development and performance reviews within individual roles, responsibilities and objectives which are discussed and included in annual personal development plans and reviews to ensure high quality outcomes. Through this process during 2017/18 all staff were able to identify, with their line manager, their learning and development needs and learning opportunities, enabling staff to keep up to date and avail of opportunities both internally and externally to the organisation to support them to work effectively within the team.

Staff have also as part of their appraisal signed up to achieving Level 1 of the Attributes Framework e-learning programme. Nine members of staff (54%) completed this training in 2017/18, and received their Level 1 red badge; all staff have now completed their training. This is an excellent resource for all staff including those who are not working on the front line but whose jobs impact albeit indirectly on patients and clients.



In addition, systems and processes exist to validate and monitor the NMC registration of NIPEC’s professional Council members and NIPEC’s professional staff in order to support their mandatory CPD activities.

During 2017/18 NIPEC has continued to support the leadership and development of nurses through temporary and secondment opportunities. The Project Work that NIPEC initiates relies on HSC Trust staff enabling them to acquire and build leadership and strategic professional practice skills under the supervision and direction of senior professional staff. Examples during 2017/18 include the employment of Professional Officers for the Recording Care project, the Development of a Career Pathway for RNLDs and the development of a career pathway for General Practice Nursing roles. In addition, NIPEC worked with the Safety Quality and Effectiveness (SQE) team at South Eastern Health and Social Care Trust to support leadership across the Person Centred, Assessment, Care Planning, Evaluation (PACE) facilitator teams in the HSC Trusts, enabling quality improvement science learning and development through the SQE programme.

In 2017/18, NIPEC continued to enhance its capacity to support leadership roles within the HSC via the introduction of Associate Senior Professional Officer and Associate Professional Officer roles. Associate SPOs manage a range of projects including: Effective Nurse Handovers and the Review of the Role of Link Nurses in HSC Trusts. Associate Professional Officers are managed and supported by SPOs and work with them on their individual workstreams.

During 2017/18 NIPEC supported one SPO to complete the Chief Executives’ Forum Women’s Leadership initiative programme. The initiative offers female senior managers working in NI public services a unique opportunity to develop their leadership potential and improve crucial networking skills. An SPO was awarded the Garfield Weston Scholarship for 2017/18 from the Florence Nightingale Foundation – the only leadership scholarship awarded in Northern Ireland for 2017. The Officer has used this opportunity to build leadership skills relating to digital transformation for the professions of nursing and midwifery.



In November 2017 two of NIPEC’s SPOs were selected to join the Health Foundation’s Q Community; an initiative aimed at supporting continuous improvement in the quality of care for patients.

One SPO had an abstract accepted for a plenary session at the Biennial Commonwealth



Nurses and Midwives Conference in March 2018. One SPO also presented at the annual UK Multi-professional Regulation Conference in October 2017, hosted in Edinburgh.

One of the senior corporate managers commenced the South Eastern HSC Trust's Safety Quality and Experience Programme, to build her knowledge and competence in Quality Improvement methodologies in particular the Model for Improvement. This involved working as a member of a team in the Trust to develop an information pack for newly diagnosed patients with an Alzheimer's type dementia, with the aim that they, their family and their carers feel better informed and supported, ultimately enjoying a better patient experience.

One of the SPOs successfully completed the IHI Improvement Advisor Programme and graduated in January 2018; the programme included twenty four delegates from across Europe. The project undertaken as part of this programme was completed in partnership with South Eastern Trust staff and tenants in a Supported Living Centre for frail elderly and older people with dementia. The partnership included an Officer from the NISCC who was completing the South Eastern HSC Trust's SQE programme. The aim of the project was to reduce medication errors and this was successfully achieved through the effective team work of all involved including the tenants and their carers.



### *Effective Communication with Staff*

Although NIPEC is a relatively small organisation whose workforce are based in one location, effective internal communication is still important in ensuring all staff are kept informed and involved in the business of NIPEC. Improved working relationships, morale and team working are all by-products of effective internal communication, and regular internal briefings, staff noticeboard and informal face to face updates are all used to ensure staff are kept informed and up-to-date.

Staff are brought together frequently to share information, provide updates and seek feedback on issues affecting the organisation and celebrate achievements. Internal meetings that are held on a regular basis, which involve and inform staff at various levels include: Business Team, Professional Team, Corporate Services Management

Team, and Administration Team meetings. The Chief Executive also holds regular 1:1 meetings with members of the senior team to ensure the work of NIPEC is progressing on time and to assure the quality of the projects that are being undertaken. This is also a valuable supervision opportunity for professional staff, benefiting individuals as well as the organisation. Huddles are also held.

### *Staff Health and Wellbeing*

The quality ethos that exists within the organisation and is embedded in its staff is demonstrated by accreditation with Investors in People. NIPEC was reaccredited with the Investors in People Standard for a further 3 years in January 2018. As part of the investment that NIPEC makes in its staff, a range of family friendly policies are in place to support staff in achieving a work life balance.

The Health and Social Wellbeing Committee, established in 2015, continued in its objective of nurturing and improving staff relationships and supporting staff in accessing a range of activities aimed at improving their health and wellbeing. Supported by NIPEC senior management, the work of the committee highlights the commitment that NIPEC makes to valuing staff.

The committee comprises of members from both corporate and professional teams and their involvement is voluntary. Whilst staff are encouraged to attend and participate in the various activities and events, their involvement is also entirely voluntary. An email is issued to all staff after each committee meeting to ensure everyone is kept informed about forthcoming activities and events. The work of the committee and the various health and social wellbeing events continue to be shared on its dedicated page within the 'About Us' section of NIPEC's website. In addition, at their request, a short presentation was made to NIPEC Council on the health and social wellbeing agenda and the work of the committee.

Activities and events organized during 2017/18 included:

- Coffee Morning in aid of Macmillan Cancer Support, which raised just over £305
- Donations to Translink's 'Stuffabus' Appeal (pictured)
- Christmas Breakfast and Quiz.



A number of staff changes during the year resulted in less activities being organized than in previous years – however, the Committee has been re-energized with new members and plans for 2018/19 are already underway.

Staff absence is managed through a supportive and proactive approach following agreed regional policies and procedures. Staff can avail of the HSC staff support service which is provided by Inspire - formerly known as Carecall. Staff were updated of the change in name and information on this service is available to staff in communal areas. Staff were also made aware of the BSO occupational health facilities, mental health awareness training programme and the annual flu vaccination programme.

## Measuring the Improvement

***“We will improve outcome measurement and report on progress for safety effectiveness and the patient/client experience. We will promote the use of accredited improvement techniques and ensure that there is sufficient capacity and capability within the HSC to use them effectively” (DHSSPSNI 2011a).***

To ensure continuous improvements in the quality of its work and relevance to professional practice, NIPEC examines the impact of its products and resources, all of which are informed by literature, and designed and developed with stakeholders. NIPEC engages with stakeholders to review the previous year’s work and to identify the needs of nurses and midwives to inform the next annual business plan, thus ensuring that the corporate objectives remain fit to meet the needs of practitioners. NIPEC’s performance is monitored by the DoH bi-annually through Accountability Reviews.

### ***Gathering Information and Examining Data***

**NIPEC is committed to ensuring that all information held, produced, developed and disseminated by NIPEC is managed effectively and based on the best available evidence to support the delivery of the strategic and operational objectives. This is undertaken in partnership with a wide range of key stakeholders across the nursing and midwifery professions within the statutory, voluntary and independent sectors.**

Each NIPEC work stream, which has been set up in support of the achievement of a specific corporate objective, is championed and led by a designated SPO who is accountable for the effective management and delivery of the aims and objectives of each project. SPOs are assisted by administrative support and have ready access to IT and library facilities to ensure the effective utilisation of skills and technologies. The work of NIPEC is underpinned by research and evidence from a review of relevant literature. NIPEC is also informed via the use of other indicators and measures which are continually being incorporated or considered for incorporation into its work.

The adequacy and comprehensiveness of Continuous Professional Development/Training for staff has been demonstrated in 2017/18 in the following ways:

- One SPO successfully applied to the Institute for Healthcare Improvement (IHI, 2012), Improvement Advisor Programme, hosted by the South Eastern Trust which commenced in January 2017

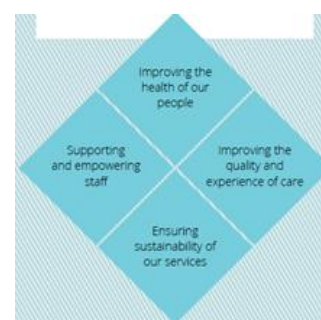
- Continuous professional development training or accreditation are pursued by other members of the workforce within their professional requirements and mandatory training requirements set out by NIPEC.

### *Key performance indicators*

*Organisational:* Quality is embedded in the organisation at corporate and professional level and is informed by Quality 2020 (DHSSPSNI 2011a). Quality is maintained as a focus within governance arrangements via the use of Key Performance Indicators (KPIs). NIPEC views KPIs both financial and non-financial, as an important component of the information needed to explain an organisation's progress towards its organisational goals and assist in corporate transparency. KPIs have been selected which are relevant to NIPEC's activity and using the 2017/18 Business Plan activity is extracted, monitored and recorded within the KPI process as either a monthly or yearly figure. The KPIs which NIPEC report on are: data information, whistleblowing, financial, purchasing, human resources, controls assurance standards, losses due to IT financial or data incidents. A copy of the KPI monitoring table is presented to each meeting of the Audit and Risk Committee and the Council.

Information was shared with NIPEC Council on a quarterly basis and during 2017/18 through the Chief Executive reports at each of the NIPEC Council meetings. This information influenced policy and practice by ensuring that quality initiatives were explored and introduced into the organisation.

*Nursing and Midwifery:* NIPEC co-ordinates a Regional KPI Professional Advisory Group, chaired by the DoH CNO. The purpose of the Group is to identify KPIs for Nursing and Midwifery to measure, evidence and monitor the impact and unique contribution of nursing and midwifery to the quality of patient and client care. It is intended that in 2018, the Regional KPI Professional Advisory Group will complete a review of the terms of reference, membership and agree the KPI priorities for the next three years.



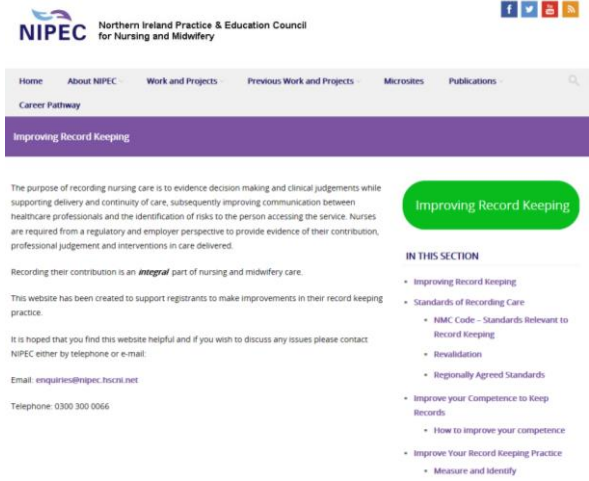
In 2017/18 NIPEC's Senior Business Team attended a workshop facilitated by the HSC Leadership Centre to learn more about Outcomes Based Accountability. The senior team explored the use of Outcomes Based Accountability within the Impact Measurement Framework and reported back to Council that it should be considered as an approach. NIPEC Council supported this and has requested the development of

a Quality Improvement Strategy for NIPEC to include the Impact Measurement Framework and to take account of the regional Collective Leadership Strategy.

*Nursing and Midwifery Governance*

There are a number of examples which demonstrate how NIPEC supports nursing and midwifery practice specifically through gathering and examining data including the following:

Record-keeping practice continues to be an area raised in reviews and public inquiries regionally and nationally, therefore NIPEC continues to keep a focus on this area of practice. Audit information relating to the standard of nurse record keeping practice across the five HSC Trusts has continued to be gathered via an audit tool and indicators developed collaboratively with HSC Trusts. The audit scores are reviewed within each organisation and improvement action plans put in place. The scores are presented quarterly to the Recording Care Steering Group for strategic review and following that, to the CNO business meetings with Executive Nurses. The indicators within the audit tool were reviewed during 2017/18 and an updated tool developed for online use. The standards outlined within the audit tool have continued to be used by the RQIA to review record keeping practice across the region in both statutory and independent and voluntary sector organisations.



Data that has been gathered outside of the organisation is used to support nurses and midwives to remain up to date on major strategic and policy issues through the provision of advice and information, the development and dissemination of a range of relevant publications. On occasions, NIPEC facilitates wider engagement and support for registrants to respond to broader consultations and raise awareness regarding the outcomes of regional and national inquiries.



## Organisational Governance

NIPEC's complaints register records indicate that no formal complaints were made during 2017/18. NIPEC has in place a policy and an executive summary for the handling of complaints which is reviewed and updated in line with its policy grid. This is part of NIPEC's ongoing work to ensure that its complaint procedures adhere to best practice. Any guidance or correspondence issued by either the DoH or the NI Ombudsman's Office are used to review its procedures.

NIPEC assessed its compliance, as applicable, with nine of the Controls Assurance Standards (CAS) which were defined by the Department.

NIPEC achieved the following levels of compliance for 2017/18 as set out in the table below:

Controls Assurance Standard	DoH Expected Level of Compliance	NIPEC Compliance % Rating	Compliance Achieved	Reviewed By
Financial Management <b>(Core Standard)</b>	<b>Substantive</b>	89 %	<b>Substantive</b>	Internal Audit
Risk Management <b>(Core Standard)</b>	<b>Substantive</b>	90 %	<b>Substantive</b>	
Governance <b>(Core Standard)</b>	<b>Substantive</b>	94 %	<b>Substantive</b>	
Health & Safety	<b>Substantive</b>	92%	<b>Substantive</b>	Self-Assessed
Information Management	<b>Substantive</b>	85%	<b>Substantive</b>	Self-Assessed
Information & Communication Technology	<b>Substantive</b>	94%	<b>Substantive</b>	Self-Assessed
Fire Safety	<b>Substantive</b>	93 %	<b>Substantive</b>	Internal Audit
Human Resources	<b>Substantive</b>	86%	<b>Substantive</b>	Self-Assessed
Management of Purchasing & Supply	<b>Substantive</b>	91%	<b>Substantive</b>	Self-Assessed

**Indicator Table of Compliance**      **0 : Negligible**      **1-39 : Minimal**      **40-74 : Moderate**  
**75-99 : Substantive**      **100 : Full**

An independent review of the level of compliance with the three core standards and Human Resources was undertaken by Internal Audit and confirmed as having a substantive level of compliance.

Of note is that this is the last year that the CAS as they currently are will be used by HSC organisations. From 2018/19 the DoH will seek an annual assurance from Chief Executives in relation to their organisation's compliance with 'Information Management Framework' requirements.

### ***Measuring Progress and Improving Performance***

NIPEC's projects often include quality and more general improvement approaches and methodologies. In addition, members of project groups, working groups and/or expert reference groups often bring a wealth of knowledge and experience in relation to quality improvement. Examples of quality and general improvement activities include the following:

- NIPEC continued to work with the Chair of the *Q2020 Attributes Framework Implementation Group* to support the implementation of the *Framework* across the HSC system and develop the content and design of Quality Improvement Programmes for Levels 2 and 3 of the Q2020 Attributes Framework. This was completed in partnership with Quality Improvement leads and Human Resource Leads in HSC Trusts and Quality Improvement leads in other organisations e.g. PHA, NI Safety Forum and NIMDTA



- NIPEC supported the development of a key performance indicator for use by Learning Disabilities Nurses to ensure that all clients receiving care from a Registered Learning Disabilities Nurse has a nursing intervention focused on health improvement documented in their plan of care.

## Raising the Standards

***“We will establish a framework of clear evidence-based standards and best practice guidance. We will establish dynamic partnerships between service users, commissioners and providers to develop, monitor and review” (DHSSPSNI, 2011a).***

NIPEC uses a range of approaches to achieve this aim, all of which rely on collaboration with our stakeholders. NIPEC is committed to continuing these relationships and maintaining our focus on supporting the provision of safe and effective care.

### ***Stakeholder Involvement***

A key function of NIPEC is to engage with stakeholders throughout the HSC in order to gain consensus and ensure that outputs are relevant, facilitate translation and implementation into practice, and hence raise standards and quality. In each of the work streams SPO's engage with stakeholders from Trusts, Independent Sector, Universities and Professional Bodies, to ensure that the voice of key stakeholders are heard, listened to and incorporated into the work stream activity and outputs.



In 2017 NIPEC reviewed its approach to its engagement with stakeholders and with the approval of NIPEC Council it embarked on a three pronged approach to engage with stakeholders, promoting NIPEC's work and seeking views on potential future work streams through:

- Road Shows
- Survey Monkey
- Twitter Chats.

NIPEC held roadshows in each of the HSC Trust areas which were open to colleagues from statutory, independent and voluntary sectors. We also hosted two

twitter chats in October and a survey monkey questionnaire was opened in September 2017 for a six week period. This resulted in the following successful engagement:

- Roadshows – 71 attendees
- Twitter chats – 24,600 “number of people reached/impressions”
- Survey monkey – 79 responses
- NIPEC Chair and Chief Executive visits to Executive Directors of Nursing and Independent and Voluntary Sector Forum.

This approach was very successful in raising NIPEC’s profile with registrants from Band 5 through to Band 8a and Executive Directors of Nursing and NIPEC will continue with this approach of engagement in 2018/19 (see *Integrating the Care* for more detail).



NIPEC continued to enhance information systems and communication processes to meet the needs of its stakeholders in support of safe and effective practice by providing resources, advice and information for registrants and their employers, and in addition, exploring opportunities to increase its involvement in multidisciplinary projects and initiatives.

Stakeholders have been involved in the review of minimum care standards and projects in the following ways:

*IHI Improvement Programme:* successfully tested improvements to processes and practice in order to reduce medication errors by increasing staff confidence in medication assistance/prompting.

*Competency Framework for Children’s Diabetes Specialist Nursing roles:* In conjunction with diabetes specialist nurses (Children’s) in acute and community settings, service users and managers in Diabetes UK, HSC Trusts and PHA senior nurses, NIPEC co-produced specific core competencies to support the specialist nurse role. The competencies were adapted from the SWEET Curriculum (NHS Diabetes, 2013) with permission.

*Recording Care Project:* Leadership and management of the regional *Recording Care Project* seeks to continuously monitor the standard of nurse record keeping practice to demonstrate improvement, whilst simultaneously developing resources to support improvement. During 2017/18 this included roll out of a new model of nursing care planning and the completion of work relating to a regional data set for learning disabilities nursing. The approach includes an audit and improvement cycle for nurse record keeping practice, supported by relevant resources within the NIPEC

Improving Record Keeping Practice mini site. 2017/18 also saw a review and re-development of the NIPEC resources online to support record keeping practice.

*Link Nurse Project:* this project is a review of the role of Link Nurses in HSC Trusts in Northern Ireland and sought the views of link nurses, ward managers, senior nurses, team leaders and Specialist Practice Nurses via surveys and workshops. This engagement with stakeholders has provided a perspective on the range and scope of the role of link nurses in Northern Ireland and will be used to inform future work.

*Senior Nurse Out of Hours:* the scope of this project was to address the recommendations of the RQIA (2013) report with an aim to ensure career pathways exist for nurses to prepare to take on the key role of Senior Nurse Out of Hours and the standardisation of job titles. A microsite has been developed to share the resources developed for this important role.

<http://www.nipec.hscni.net/resource-section/senior-nurse-out-of-hours/>

*Effective Handovers:* During 2017/18, a regional project group explored the current available evidence and data from a regional survey to inform the development of draft *Principles for an Effective Handover and a Nursing Handover Prompt Sheet* within acute adult settings. This work has been integrated into the recording care workstream and will be further tested and implemented through other service areas by the Recording Care Steering Group.

### ***Personal and Public Involvement***

NIPEC promotes a partnership approach in its projects and work-streams and in the development of resources. Representation from the voluntary and independent sectors are sought and included in all NIPEC projects. NIPEC has also set up a number of actual and virtual forums through which opinions might be sought, for example, the Independent and Voluntary Sector Forum and the Personal and Public Involvement Forum.

During 2017/18, NIPEC continued its efforts in relation to Personal and Public Involvement (PPI). Specifically, this included NIPEC engaging a small personal and public involvement e-forum, comprising of members of the public interested in the work of NIPEC. In 2017 this work included review and feedback from the members of the forum relating to the new Corporate Plan 2017/21. NIPEC recognises the power, importance and impact of PPI in its work streams and takes opportunities, where possible and/or relevant, to engage with service users, carers and the general public through seeking their views and opinions in online or face to face consultations.

The following are evidence of NIPECs commitment to PPI in 2017/18:

- NIPEC is a member of the *Regional Personal & Public Involvement Forum* which directs the approach to this engagement and activity in the region
- When quality assuring non-NMC regulated education activities, NIPEC promoted the involvement of patients, clients and carers in the planning design and delivery of educational programmes where appropriate/ relevant
- At NIPEC's conference a service user highlighted the benefits of Assistive Technology to help him live independently. His presentation was very useful to many delegates who care for people and who would benefit from this technology. As a result the Service User has received contact for more information
- Tenants in a Supported Living Centre were members of a Quality Improvement (QI) project team
- The regional 10,000 voices project, continued to be considered in the planning, development and review of all NIPEC's work.



### ***Standardising Care and Ensuring Person-centredness***

The delivery of safe and effective care within a person-centred culture is the responsibility of all nurses and midwives and their employing organisations. This care must be delivered within an organisational environment that promotes evidence-based practice and utilises effective risk management processes.

**NIPEC fulfils a unique role in Northern Ireland by providing guidance on best practice and matters relating to nursing and midwifery. The organisation is committed to supporting practitioners and organisations to deliver safe and effective high-quality, person-centred care and achieves this by adopting a responsive and proactive approach to the requests and needs of key stakeholders, to assist them in addressing current and future challenges.**

NIPEC's activities focus on enabling nurses and midwives to improve their practice to ensure person-centredness and to meet the needs of patients/clients and their carers through:

- enhancing information and communication processes to meet the needs of stakeholders
- supporting safe and effective practice through the delivery of a wide range of activities, providing resources, advice and information for registrants and their employers
- implementing a work programme that focuses on activities which impact on quality and safety in relation to the delivery of care alongside a person-centred focus
- contributing to the RQIA Clinical Audit Programme.

NIPEC's projects are informed by literature and underpinned by robust, evidence based research in order to support quality improvement. NIPEC's SPOs also lead or contribute to a wide range of strategic forums and networks to support innovation and quality improvement and to build links with local research organisations. The following examples in 2017/18 demonstrate this:

- An SPO provided expertise to a national group to advise on nurse staffing tools for Wales
- An SPO was peer elected as Chair of a five country leadership group to support and promote the use of eHealth approaches in nursing and midwifery
- An SPO is a member of Queens Nursing Institute/ Queens Nursing Institute Scotland (QNI/QNIS) Voluntary Standards for Children's Community Nurse Education and Practice Advisory Group. The aim of the group is to develop and publish new voluntary standards for Community Children's Nurse education and practice
- An SPO is contributing to the RQIA Homebirth Guideline Development Group
- An SPO is collaborating with the PHA on work linked to the NI Maternity Strategy to develop a universal pathway for post-natal care in Northern Ireland
- NIPEC is leading on a project which aims to develop resources to enable and support registrants to effectively raise concerns in accordance with the NMC Code (2015).

NIPEC has led a partnership across the five HSC Trusts to standardise the current approach to recording nursing care plans. The PACE project, which has been piloted in all five Trusts, has provided evidence of improved standards of nurse care planning and increased person-centredness. The model is ensuring that co-production underpins nurse care planning across the region. NIPEC has an

ambitious implementation programme to embed the PACE nursing care planning approach within a range of service settings across the five HSC Trusts including adult in-patient, children in-patient and type 1 emergency departments. This work has culminated in a submission to the NI Research and Development office on an evaluation project in partnership with Ulster University and Queens University Belfast.



## Integrating the Care

***“We will develop integrated pathways of care for individuals. We will make better use of multidisciplinary team working and shared opportunities for learning and development in the HSC and with external providers” (DHSSPS, 2011a).***

Health and Social Care provision in Northern Ireland is delivered within a context that requires effective working across a wide number of organisations, agencies and across the professions.

In support of the delivery of high quality patient care, NIPEC retains a focus on work developed through robust strategic alliances to translate regional direction and policy into practice and provide resources which strengthen the capacity and capability of the nursing and midwifery professions in Northern Ireland. This involves effective, positive multi-professional partnership working and collaboration with a wide range of stakeholders from various sectors. NIPEC continually explores opportunities for increasing its involvement in multidisciplinary projects and initiatives.

### ***Engagement with Stakeholders***

**NIPEC has a strong ethos of collaborative working with key stakeholders across all areas of health care and has developed a reputation for facilitating successful regional projects and initiatives.**

Engagement and communication is undertaken with the aim of ensuring stakeholders are kept informed and updated on the work of NIPEC forming a fundamental part of its work. Stakeholders are involved in and participate in NIPEC’s work and ultimately contribute to improved standards of practice, education and professional development of nurses and midwives, and therefore an improved patient/client experience. The expertise of the Council spans the different care settings which enables NIPEC to ensure that the voice of stakeholders is heard at this level of the organisation.

During 2017/18 NIPEC worked to better understand key priorities and needs across the HSC system and across independent, voluntary and education provider organisations and at individual registrant level. For example, NIPEC is continuing to review involvement with its stakeholders and a review of its Public Involvement Policy is in final draft. The policy reflects the regional standards and values underpinning Personal and Public Involvement (PPI) and endorses the HSC standards and guidance on the involvement of disabled people.

## Annual Stakeholder Event

As previously mentioned, in 2017/18 the NIPEC Stakeholder formal engagement had a different format. Rather than holding a distinct event as in previous years, NIPEC used other ways of engaging with our stakeholders utilising information technology and social media including:

- Use of Survey monkey to target front line staff – (use of a short on-line survey which would aim to capture professional issues which NIPEC could support to address)
- Social media – Online chat rooms /twitter chat to engage with nurses and midwives (front line staff) to discuss/identify potential workstreams for NIPEC aligned to NIPECs Corporate plan and to show case NIPECs current work/resources
- Roadshows – three NIPEC roadshows were held across the province to showcase the work of NIPEC, signpost link to resources, increase NIPEC's profile and also use this opportunity to identify potential work streams.

This different approach to stakeholder involvement has yielded a range of enlightening feedback and information. The approach has enabled NIPEC as an organisation to engage with more registrants – almost three times as many as the previous year. Feedback from the attendees at the road shows and responses to the Survey would strongly suggest that NIPEC undertakes a lot of work which is of real benefit to registrants and the profession. However, the respondents suggested a range of ways in which NIPEC could enhance its profile and promote its products and resources. It is important that the NIPEC Senior Professional Team with the Council members reflect on this feedback and consider how best to move forward.

Additionally, this was NIPECs first attempt at using social media and Twitter Events to engage with registrants and although the response was limited, it is the view of the Professional Team that this is something which should be further explored.



During 2017/18, the NIPEC Senior Professional Team has delivered a range of workshops, information sharing road shows, presentations, focus groups, surveys and publications to its stakeholders as previously discussed.

**NIPEC**

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

**Stakeholder Engagement Events**

NIPEC is keen to hear from Nurses and Midwives across all healthcare settings in Northern Ireland and the team are looking for a place near you. We would like to take this opportunity to:

- Showcase some of the resources developed to support you in your practice
- Take the opportunity to hear your views about our work and how NIPEC could best support your practice

### Date, Times and Venues

SEPTEMBER DATES	OCTOBER DATES
17 <sup>th</sup> Sept - 12.00 – 1.30 pm – Kelly House, SEIGCT Under Hospital	1 <sup>st</sup> Oct - 11.00 – 12.30 pm – Lecture Theatre 2, MDC Antrim/John Hospital
25 <sup>th</sup> Sept – 02.00 – 03.30 pm – Lecture Theatre, NCC Craigavon Area Hospital	8 <sup>th</sup> Oct – 02.00 – 3.30 pm – Postgraduate Centre – Larkin Room, Belfast City Hospital
27 <sup>th</sup> Sept – 02.00 – 03.30 pm – Lecture Theatre, South Tyrone Hospital	9 <sup>th</sup> Oct – 02.00 – 3.30 pm – NIPCC Seminar Room 2 (main building), Causeway Hospital

This event is free to attend & open to all registrants across all sectors.

TO ATTEND: Drop in on the day but also register your interest on NIPEC website at: <http://www.nipec.hcni.net/about-us/events-calendar/>  
Tea and Coffee and biscuits will be available

An Engagement and Communication Strategy continues to influence, guide and support its work streams with the aim of ensuring the wider HSC and its organisations remain informed of NIPEC's work. During 2017/18 NIPEC continued to use a range of methods to encourage an open dialogue with external stakeholders, including: Business, Governance and Accountability meetings with our sponsoring branch (the Chief Nursing Office at the Department of Health), other ALBs and special agencies, HSC Trusts, HSC organisations, the voluntary, independent and private sector, the education institutions, the BSO and other key stakeholders, such as the NMC and those across the devolved UK administrations. This is important to ensure the role and remit of NIPEC is fully understood in order to influence, develop and maintain working partnerships and relationships which support NIPEC as an organisation and ultimately the nursing and midwifery workforce.

The following are examples of how engagement with stakeholders has been taken forward:

### *NIPEC's Independent and Voluntary Sector Forum*

Following consultation with NIPEC Independent and Voluntary Sector members NIPEC agreed to host two events in 2017/18. The first event was held in May 2017 in the Marie Curie Centre, Kensington Road, Belfast and the members were updated on NIPEC's Recording Care work stream and also met with the Chair of NIPEC Council as part of NIPEC's round of engagement.



The second event was held in January 2018 in Hope Church, Hillsborough. The Complaints Handling workshop was recommended by some Forum members who had attended a similar workshop facilitated by Marie Curie and which received excellent feedback. Two Marie Curie staff facilitated the workshop and the programme was also enhanced by a session from one of NIPEC's Council members on how to manage stress effectively. and the workshop was very well evaluated by the delegates who attended.

### *Recording Care*

Multiple workshops were held to support thinking relating to the nursing contribution within Encompass – Northern Ireland's Electronic Health and Care Record, supported by experience and learning from the Recording Care project. In particular, a Nursing Languages Symposium was held in March 2018 to start the conversation relating to how nursing practice is expressed in a digital record.



## Career Pathway for Registered Nurses Learning Disabilities

In June 2017 the career pathway for RNLDs was commenced as part of the work of the NI Collaborative. Stakeholder engagement was a vital part of this work.

## Deciding to Delegate: A Decision Support Tool for Nurses and Midwives

Stakeholder engagement on the current decision making process for delegating nursing and midwifery tasks and duties identified that the development of a decision support tool would promote consistency across all care and service contexts. Consequently, there is the potential for patient/ client safety and the quality of care and services provided to be improved. During 2017/18 this resource was developed, tested and signed off by CNMAC for a future launch. It was recognised that appropriate delegation of nursing and midwifery tasks and duties would promote efficient use of HSC resources, pace of service reform and innovation, and existing workforce recruitment challenges, outlined in the strategic direction of the ministerial statement within *Health and Wellbeing 2026: Delivering Together (2016)*.



## Strengthening the Commitment: NI Action Plan

During the past year NIPEC continued to work in partnership with the RCN at the request of the NI Collaborative (the group established by the CNO to take forward the actions in the NI Action Plan) to support the meeting of the Professional Development Forum for RNLDs. The average attendance is 55 RNLDs from across all settings. The Forum aims to provide a platform for RNLDs to exchange best practice, explore professional issues and promote networking opportunities. The Forum maintains strong links with the RCN RNLD Nursing Network

NIPEC's Chief Executive and SPOs were members of a range of multi-professional regional fora within which they provided strategic and professional advice and guidance on matters related to the nursing and midwifery professions. Examples of this in 2017/18 include:

- Clinical Audit Programme (RQIA)
- Quality 2020 Project Groups (DoH, HSCB)
- Regional PPI Forum (PHA)
- Integrated Care Partnership (ICP) Stakeholder Reference Group (HSCB)
- Professional Wellbeing and Resilience Working Group (NIMDTA & QUB)

- Community Promoting Good Nutrition Steering Group (PHA).

### ***Shared Opportunities for Learning and Development***

One of NIPEC's statutory functions includes the promotion of high standards in the education and training of nurses and midwives. NIPEC plays an important role in supporting a flexible approach to the learning and development of nurses and midwives and continues to explore the production of resources, which can be used creatively and flexibly, to enable registrants to enhance their competence and performance in order to improve the quality of care they provide to their patients and clients. NIPEC continues to look for and engage in opportunities to spread resources that enhance learning and development for nurses and midwives across other professions, where appropriate.

**NIPEC collaborates with education and service providers to promote high standards in the delivery of education for nurses and midwives. This objective is achieved through active engagement with key stakeholders, and taking forward a range of activities to support and monitor the quality of education delivery.**

The role of NIPEC in supporting learning and development has been provided in the section *Transforming the Culture* (online portfolio) and *Strengthening the Workforce* (quality assurance of non-NMC commissioned programmes). During 2017/18 NIPEC collaborated with the NMC on the Future Nurse and Future Midwife programme of work which contributed to the development of the draft NMC Future Nurse pre-registration standards. The NMC plan to issue these for consultation in 2017/18.

### ***Annual Conference***

NIPEC's annual conference is a valuable opportunity for NIPEC to showcase its work, share learning and contribute to the development of HSC staff. One hundred and sixty one delegates from across NI attended NIPEC's Annual Conference on 21<sup>st</sup> February 2018 the theme of which was "Enabling Professionalism."



NIPEC has an internal planning team made up of SPOs, administration staff, IT and events staff. This team is responsible for the overall organisation and smooth running of the conference including reviewing feedback from the previous conference to improve the next one.

The evaluations of the 2018 conference were extremely positive and affirmed that the aims of the conference were achieved, with participants stating that they valued the opportunity to learn from the speakers presenting and they also stated that the conference theme was highly relevant to their practice. The speaker's presentations are recorded and posted on YouTube on NIPEC's website, to be accessible to a wider audience.

<http://www.nipec.hscni.net/home/previous-events/conferenceevents/nipec-anconf2018/>

A promotional video highlighting some of the speakers and the positive aspects of NIPEC's conference was also completed and was shared on Facebook, twitter and NIPEC website. <https://www.youtube.com/watch?v=TF62-8nlcfA>



NIPEC builds on the success of each Conference by reviewing the formal and informal feedback and evaluations in order to enhance the content and relevance of the subsequent conference. The following feedback from the NIPEC Conference 2018 demonstrates that this was achieved:



NIPEC believes that it is essential to ensure that shared opportunities for learning maximise the potential for having an impact on patient care. The annual Conference continues to be a valuable mechanism for enabling this to happen.

## Conclusion

This report demonstrates the activities which NIPEC has engaged in during 2017-18 to maintain and improve the quality of care provided by nurses and midwives in Northern Ireland. NIPEC has a vision and a strategy which is focused on achieving the quality principles outlined in Quality 2020 and is continually evaluated.

Going forward, NIPEC will strive to achieve more whilst maintaining its focus on quality. Whilst the year ahead will be challenging there will be unique opportunities through which NIPEC will seek to expand capacity internally and work with key partners to introduce and embed new NMC education standards for nurses and midwives along with other projects in support of the broader transformation agenda within Northern Ireland. This will be in direct response to professional, policy, strategic and clinical priorities.

Despite the changing clinical, social, financial and political climate we are confident that this is possible because of the dedication and commitment of our workforce within and outside of the organisation.

The regional approach adopted by NIPEC secures effective, timely and efficient approaches which reduce duplication of effort across other ALBs and ensures consistency of practice which is evidence-based and impartial to commissioning or provider pressures.

Further examples of projects undertaken by NIPEC in earlier years, which remain relevant, can be accessed on <http://www.nipec.hscni.net>

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### NIPEC's Governance Framework

NIPEC applies the principles of good practice in Corporate Governance and continues to strengthen its governance arrangements. NIPEC does this by undertaking continuous assessment of its compliance with best practice, by having in place an 'Annual Governance Cycle' for the Council. This covers the areas of:

- Strategy
- Performance
- Risk
- Regulatory
- Other (Equality, etc.).

The Council receives an annual report and quarterly feedback from the Audit and Risk Committee, which monitors and adheres to the Northern Ireland Audit Office (NIAO) governance policy and guidance.

With regard to the wider control environment, NIPEC has in place a range of organisational controls, commensurate with the current assessment of risk, designed to ensure efficient and effective discharge of its business in accordance with the law and Departmental direction. Every effort is made to ensure that the objectives of NIPEC are pursued in accordance with the recognised and accepted standards of public administration. For example, NIPEC's recruitment and selection policies are based on the principle of equality of opportunity, and controls are in place to ensure that all such decisions are taken in accordance with the relevant legislation.

### Governance Framework

The Council exercises strategic control over the operation of the organisation through a system of corporate governance, which includes:

- a schedule of matters reserved for Council decisions
- the regular review of governance documents, including standing financial instructions, standing orders, the standards of business conduct for all staff and the review of this Governance Statement
- a '*scheme of delegation*', which delegates decision-making authority within set parameters to the Chief Executive and other Officers
- the establishment of an Audit and Risk Committee and a Remuneration Committee, and a regular review of their terms of reference.

Membership of the Council and the Committees is as follows:

## Council

### *Membership*

- Chair
- Chief Executive and eight Professional Members (who all must hold a current registration on the Nursing and Midwifery register)
- Six Lay Members
- Ex-Officio Member (Chief Nursing Officer).

### *Functions*

NIPEC was established on 7 October 2002 under the Statutory Rules, “The Health and Personal Social Services (2002) Act (Commencement) Order (Northern Ireland) SR2002 No.311 (C.25).

Within the Health and Personal Social Services Act (Northern Ireland) 2002, Chapter 9, Section 2, NIPEC was established as an NDPB, sponsored by the DHSSPS. The Act identifies the following responsibilities for NIPEC:

“It shall be the duty of the Council to promote:

- (2) (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.

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

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

The Council shall, in the exercise of its functions, act:

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

During 2017/18 NIPEC’s Council met on four occasions (four public meetings).

## Audit and Risk Committee

### *Membership*

- Two Professional Members
- Two Lay Members
- Also, in attendance are the NIPEC Chief Executive and Head of Corporate Services; representatives from NIPEC's External Auditors, the Northern Ireland Audit Office, Internal Audit, BSO and when required a financial representative from the BSO. A representative from NIPEC's Sponsor Branch attended the February 2018 meeting of the Committee.

### *Functions*

The Audit and Risk Committee is an advisory body with no executive powers, other than those specifically delegated in the Terms of Reference. It is authorised by the Council, however, to investigate any activity within its Terms of Reference, and to seek any information it requires from staff, which are requested to co-operate with the Committee in the conduct of its enquiries. Request for work, and reports received, from internal audit are channelled through the Chief Executive.

The Audit and Risk Committee is authorised by the Council to obtain outside legal or other independent professional advice and to secure the attendance of outsiders with relevant experience and expertise, if it considers this necessary. The Committee completes annually the National Audit Office's 'Audit Committee Self-Assessment Checklist' in which it assesses itself against best practice. A copy of this is forwarded to the Central Arm's Length Bodies Governance Unit. The outcome of the 2017/18 self-assessment was that NIPEC adhered to best practice for those areas which were applicable.

During 2017/18 NIPEC's Audit Committee met on a total of three occasions rather than the planned four. This was due to there being no issues identified by the External Auditor nor the NIAO arising from the audit of the NIPEC 'Annual Report & Accounts 2016/17.

All audit assignments included in the 2017/18 Internal Audit Plan, approved by the Audit and Risk Committee, were completed.

Also, in a report dated 22<sup>nd</sup> April 2018 on a year-end follow-up on outstanding internal audit recommendations, the Internal Auditor noted that, of the 9 recommendations that were indemnified on previous internal audits be implemented by now, **all** had been implemented.

The Internal Audit Review outcomes for 2017/18, therefore, showed the following to be classified as:

- **Finance Audit**
  - **Financial Review - ‘Satisfactory Assurance’**  
*No priority 1 weaknesses were identified.*
  
- **Governance Audits**
  - **Council Effectiveness - ‘Satisfactory Assurance’**  
*No priority 1 weaknesses were identified.*
  
  - **Risk Management - ‘Satisfactory Assurance’**  
*No priority 1 weaknesses were identified.*
  
- **Controls Assurance Standards**
  - Verification of the four control assurance standards Governance, Financial Management, Risk Management and Fire Safety.

The Head of Internal Audit’s ‘Annual Report for the Year’ gave the following opinion:

*“My overall opinion for the year ended 31 March 2018 is that there is a **satisfactory** system of internal control designed to meet the organisation’s objectives.”*

All NIPEC Internal and External Audit reports together with the management responses go to the Audit and Risk Committee for consideration.

As well as the normal formal organisational two way information channels for NIPEC to communicate to and from staff, NIPEC has in place a ‘staff suggestion box’ which enables staff to anonymously raise an issue together with suggested ways to improve the matter. All responses are considered by NIPEC and feedback is given to the staff via staff meetings.

As an example of how NIPEC seeks to improve its systems and procedures is the internal audit report on the ‘Risk Management in 2017/18’, where the following action has been taken forward based on the recommendations contained within the report:

- NIPEC will from April 2017 cease to produce two risk registers i.e. a high level risk register and an operational risk register. Instead it will now produce a single ‘NIPEC Corporate Risk register’ to log and record progress on the identified risks to the organisation.

## Remuneration Committee

### *Membership*

- All the Council Members, with the exception of the four who serve on the Audit and Risk Committee.

### *Functions*

The Role of the Remuneration Committee is the managing and overseeing of the NIPEC performance management process by:

- encouraging effective appraisal of staff
- scrutinising objectives for:
  - Consistency
  - Robustness
  - Alignment with Government and Department priorities and local priorities
- ensuring that robust process has taken place
- monitoring for consistency of assessment
- recommending an overall banding and award for Senior Executive.

All the meetings of the Council were quorate during the year; however, one meeting of the Audit and Risk Committee in October 2017 was non quorate.

In addition to the above, NIPEC has a Senior Management Team (SMT), which is comprised of the Chief Executive, five Senior Professional Officers and the Head of Corporate Services. The SMT meets on a monthly basis as part of the organisation's Business Team which has the Corporate Services Manager also in attendance. This group supports the Chief Executive in the operational aspects of the organisation. Also, the Chief Executive holds a monthly, one-to-one meeting with each member of the SMT; this meeting covers all aspects of that officer's work.

- With regard to legal services, NIPEC uses the Directorate of Legal Services in the BSO. Should NIPEC use independent legal advisors, NIPEC would comply with extant DoH guidance, in particular, HSS (F) 67/2006 – Payments in Respect of Ligation and Legal Services.

## Information on the quality of NIPEC's activities

All meetings of the Council and two of the Audit & Risk Committee were quorate during the year. At each Council meeting a number of reports were provided and normally included:

- a report by the Chief Executive on NIPEC's activities
- a corporate services update report and 'executive financial management summary'
- an overview of NIPEC's work streams/initiatives which is generally complemented by a more detailed presentation on a specific initiative.

## Operational Management

In addition to the above, NIPEC has a Senior Management Team (SMT), which is comprised of the Chief Executive, five Senior Professional Officers and the Head of Corporate Services. The SMT met and continues to meet on a monthly basis as part of the organisation's Business Team. This team supports the Chief Executive in the operational aspects of the organisation. The Chief Executive held and continues to hold a monthly, one-to-one meeting with each member of the SMT, which covers all aspects of each officer's work.

## **Governance Performance**

NIPEC has in place a robust governance and accountability framework through the effective management and monitoring of corporate and financial performance. At an operational level and on a day to day basis the Head of Corporate Services plays a key role in this regard. Key activities and achievements which are of relevance to *NIPEC's Quality Report 2017/18* include the following:

- Following the Internal Audit recommendations arising from an audit of NIPEC's risk management risk registers in 2016-17 NIPEC developed for 2017-18 a single corporate risk register
- During the year 4 risks were recorded on the register. At the year end the standing of the risks was 1 closed and 3 (*medium risks*) remaining open and being managed
- NIPEC received, on 4<sup>th</sup> July 2017, details of its revenue resource limit (RRL) for 2017/18 of £1,190,194 and that due to significant challenges for the DoH to secure a balanced budget and address the overall funding gap in 2017/18 the RRL reflected a 2% reduction of £24,290.

Subsequent amendments to the RRL during the year were:

Further additional funds were awarded to NIPEC during the year as follows:

- *January 2018*, additional funding of £65,987 to support the HSC Voluntary Exit Scheme.

NIPEC surrendered the following funds during the year as follows:

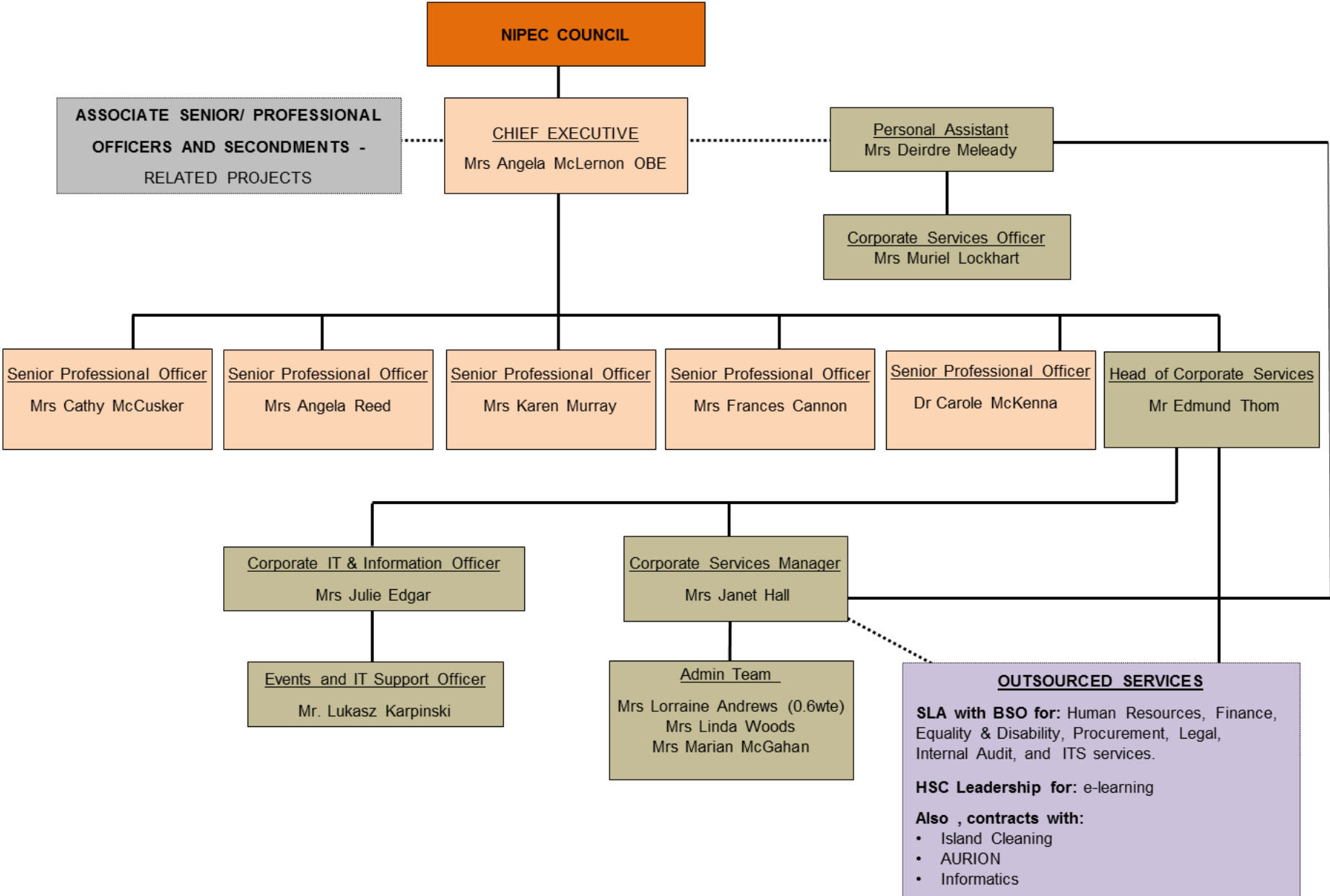
£65,987– the ring fenced provision made within the 2017-18 for VES, resulting in a final RRL of £1,190,194

NIPEC also received notification in August 2017 of an indicative capital DEL for maintaining essential services of £2,544 which was identified as HSC ICT funding. A further £768 was allocated in February resulting in an end of year total of £3,312.

- NIPEC's financial accounts for the year ending 31<sup>st</sup> March 2018 showed a surplus of £7,566 or 0.57% which was within the HSC breakeven target of either 0.25% or £20,000. An unqualified audit report was obtained from the NIAO on the 2017/18 financial accounts
- As part of its efficiency programme, within its Property Asset Management Plan (PAMP), NIPEC continued to accommodate PPC staff within its current accommodation
- Increased use continued to be made of ICT equipment resulting in a continued increase in the number of meetings held in NIPEC that were either face to face or via teleconference due to the reduction in travel across stakeholder groups. NIPEC as the lead organisation in a significant number of programmes of work was required to host these meetings
- During the year, NIPEC complied with its statutory duties in respect of:
  - Production of the annual report and accounts'
  - Equality and disability
  - FOI Act, 2000
  - DPA, 1998
  - Records management
  - Bribery Act, 2010
  - Privacy impact assessment
- NIPEC assured its compliance to obtain the level of '*substantive*' compliance i.e. a score of 75-99% in 2017/18 with the nine relevant controls assurance standards identified for NIPEC. The individual compliance scores were as follows and details were placed on the NIPEC website:
  - Governance – 94%
  - Financial Management – 89 %

- Risk Management – 90%
- Health & Safety – 92%
- Information Management – 85%
- Information & Communication Technology – 94%
- Fire Safety – 93%
- Human Resources – 86% ( *Note: new template introduced by DoH* )
- Management of Purchasing & Supply – 91%.







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This document can be downloaded from the NIPEC website  
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**September 2018**

**ISBN: 978-1-903580-62-2**