



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

ANNUAL QUALITY REPORT 2015/16

NIPEC aims to improve standards of practice, education and professional development of nurses and midwives to facilitate their delivery of safe, effective and person-centred practice.



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Foreword

Northern Ireland Practice and Education Council (NIPEC) for Nursing and Midwifery was established in 2002 under the Health and Personal Social Services Act Northern Ireland (2002) as a Non-Departmental Public Body (NDPB) sponsored by the Department of Health, (DoH).

As an organisation we have a statutory responsibility to promote:

- high standards of practice among nurses and midwives
- high standards of education and learning for nurses and midwives
- professional development of nurses and midwives

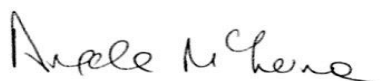
And provide:

- guidance on best practice for nurses and midwives
- advice and information on matters relating to nursing and midwifery.

NIPEC supports the delivery of high quality patient and client care, by retaining a focus on work developed through robust strategic alliances to provide resources which strengthen the capacity and capability of both the nursing and midwifery professions in Northern Ireland. This is in direct support of the Department of Health's (DoH) vision as set out in *Quality 2020: A 10 Year Strategy to Protect and Improve Quality in Health and Social Care in Northern Ireland* (DHSSPS, 2011).

We are proud of what has been achieved so far. This is due to the dedication and commitment of our Council members, our staff, partners and stakeholders. We thank them and look forward to continuing to work together to enable nurses, midwives and all who work within the Health and Social Care (HSC) system to maximise their contribution to the health and well-being of patients and clients.

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



Angela McLernon
NIPEC Chief Executive



Professor Carol Curran OBE
NIPEC Chair

Introduction

NIPEC, as a 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, enhance professional practice and, in turn, facilitate 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.

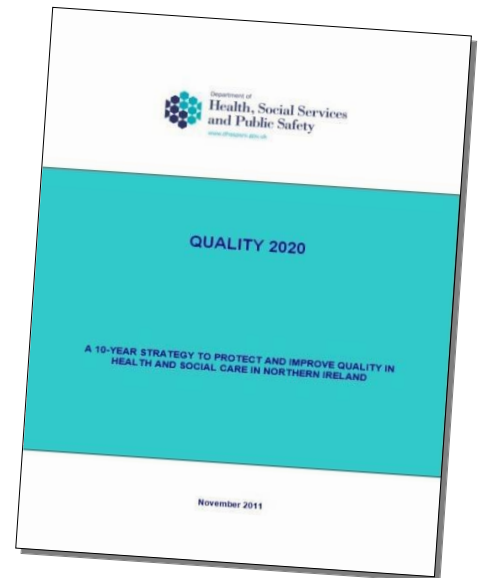
In addition to its staff, NIPEC's key stakeholders include the following:

- 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) and Local Supervising Authority (LSA)
- 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

In line with the *Quality 2020* principles, NIPEC agrees that quality is everyone's business and is a part of everyday 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 2015/16 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

Our Vision and Values

NIPEC's vision and values ensure that the quality of the services we provide are of the highest quality and support an open, honest and transparent culture.

Our Vision

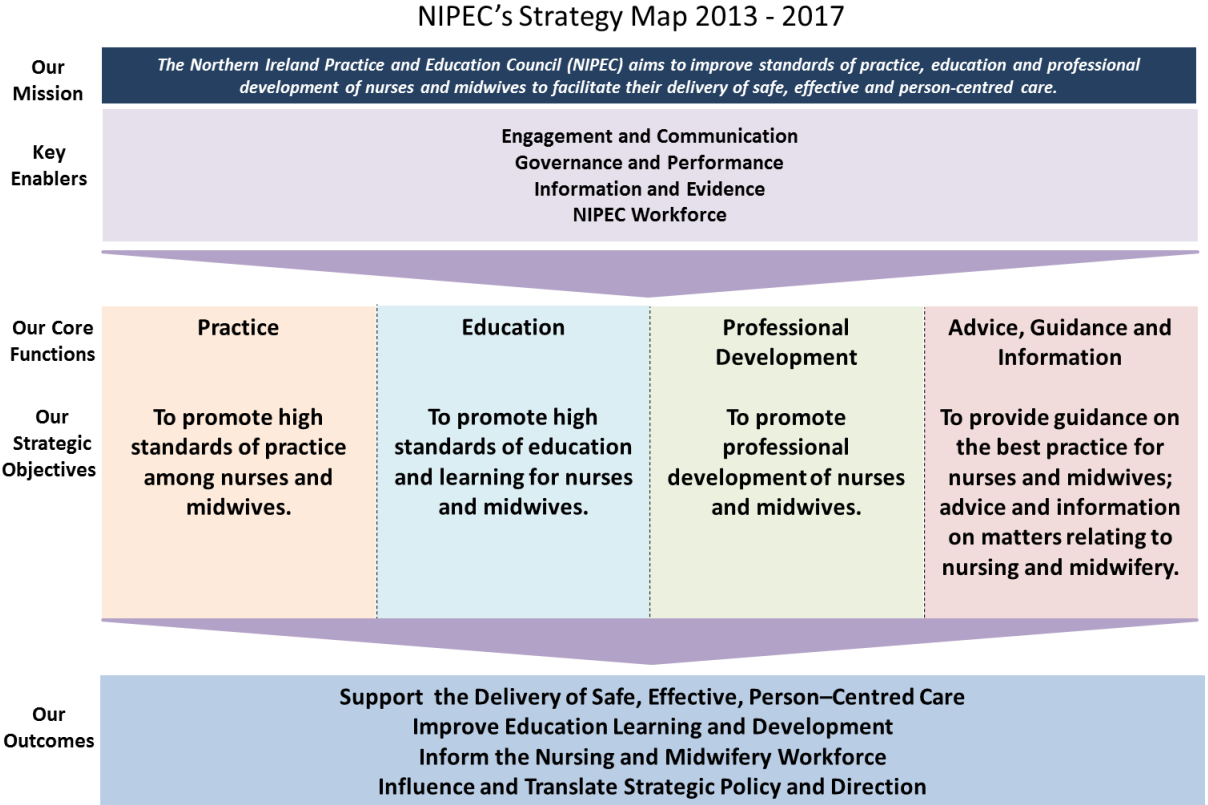
NIPEC will continue to act as a '*beacon*' for the on-going development of the nursing and midwifery professions in Northern Ireland.

Our Values

- be transparent, open and impartial, acting with integrity and objectivity in the delivery of the responsibilities of NIPEC
- provide leadership that will have a positive impact on the professions
- be accessible and work collaboratively with individuals and interested organisations
- be accountable to the DoH, public, stakeholders and staff for the activities of NIPEC, its stewardship of public funds and the extent to which key performance targets and objectives have been met
- be open-minded and innovative in our approach to our work
- promote a culture of equality and diversity
- maximise value for money through propriety and good stewardship of public funds ensuring the delivery of cost effective and efficient services within available resources, and with independent validation of performance achieved wherever possible.

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. This is demonstrated in NIPEC’s Strategy Map below:



Maintaining Quality within Governance Arrangements

NIPEC reports on the quality of its performance through Annual Reports, Annual Quality Reports, 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 Arms 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 Council which underpin the roles, responsibilities and functions of NIPEC, including an internal audit plan.

In terms of the focus on the quality of services, this 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, as reflected within the Corporate and Business plans of the organisation. NIPEC Council oversees the development and delivery of key organisational objectives with key stakeholders. The NIPEC Council also approves and maintains regular review of the delivery of organisational objectives. Quality is a standing item on the agenda of NIPEC Council meetings, Business Team and Professional Team meetings.

The Council regularly directs the delivery of the Annual Business Plan by monitoring performance against objectives and, on an annual basis, undertakes a self-assessment of performance, used to improve 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 are regularly updated on all relevant operational issues and actively participate in 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. As such the Council, along with NIPECs staff, have the opportunity to influence broader and internal policy and practice by responding regularly to consultations and outcomes of reviews and inspections.

For example, NIPEC Council members and staff contributed to the final submission from the organisation relating to the Draft Mental Capacity Bill, following second reading stage in the assembly. This subsequently led to two Senior Professional officers being called in September 2015 to provide evidence to the Joint Ad Hoc Sub-Committee for Health and Justice in relation to the response.

NIPEC progressed a significant piece of work during 2015/16 to support the DoH in the implementation of a new requirement by the NMC related to the introduction of revalidation for all nurses and midwives from April 2016. The Council provided its full support for this important programme of work from an early stage and continued to ensure that resources were targeted towards this key regulatory requirement which emanated through the NMC from the *Francis Inquiry* (2013).

As part of the Council's annual governance cycle the members also participate in NIPEC's annual stakeholder workshop to review and quality assure the current organisational business objectives and plan for the next year's objectives in the context of stakeholder engagement and broader professional regulatory and strategic priorities.

NIPEC's Senior Management Team, which comprises five Senior Professional Officers and the Head of Corporate Services, supports the Chief Executive in the operational aspects of its business.

During 2015/16, 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.

In accordance with NIPEC's Records Management policies and procedures and the principles outlined in Records Management: Good Management Good Records (DHSSPS, 2011a), a system is in place to ensure effective and efficient storage and retrieval of records, documents and resources.

During 2015/16, NIPEC tasked a small group of staff within the organisation to scope and produce an Information Governance Strategy, identifying relevant supporting policies and procedures. The Strategy was on target to be published by April 2016 with an action plan to support implementation. In addition the Strategy supports the introduction of a paperlite system of records management within NIPEC.

As NIPEC continues to develop and take forward work into the future every opportunity will be used to improve systems based on new information and evidence along with internal reviews of extant policies and procedures.

Communication and Engagement with Stakeholders

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

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

We have commenced a review of our Public Involvement Policy, reflecting the regional standards and values underpinning Personal and Public Involvement (PPI) and endorsing the HSC standards and guidance on the involvement of disabled people.

During 2015/16 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. Notable examples in this regard include:

- Implementation of a Partnership Framework to guide NIPEC in continuing to strengthen its partnership arrangements. Utilising a six principle approach to assess effective partnerships, NIPEC can reassure itself and its stakeholders that the arrangements are successful and have fulfilled their purpose. This framework has been tested with the Practice Education Facilitators (PEFs) and Practice Education Coordinators (PECs) from HSC Trusts during 2014/15 and a programme to review other partnerships arrangements will be agreed for 2016/2017
- An Engagement and Communication Strategy continues to support our work streams including Revalidation, Strengthening the Commitment: NI Action Plan and the Professional Framework for Emergency Care Nursing. Each of these work streams have in place a robust engagement and communication plan using the principles within the Strategy. Frequency of communication/communiques/updates are decided and agreed by the project Steering Group. NIPEC reviewed its Strategy in the latter part of 2015/16 to reflect changes in the way we communicate with our key stakeholders. The Strategy continues to guide and support staff during any engagement process within work streams and ensure the wider HSC organisations remain informed of NIPECs work
- NIPEC's annual stakeholder event with Council Members took place in September 2015. This strategic workshop was convened to review the achievements of NIPEC during the Corporate Plan period of 2013 – 2017 and to inform the development of a draft Business Plan for 2016/17. Forty three

senior representatives from a wide cross-section of stakeholder organisations who work closely with NIPEC attended the event. These included the Independent and Voluntary sectors, NMC, DHSSPS, HSC Trusts, Royal College of Nursing, Royal College of Midwives, RQIA, Ulster University and the HSC Clinical Education Centre

The work of NIPEC throughout 2015/16 was guided and supported by the range of stakeholders invited to participate and contribute to the full range of work streams. Examples include the following:

Midwifery Supervision

- At the request of the CNO, Midwifery Supervision in Northern Ireland was reviewed (NIPEC, June 2015) following the publication of several reports (Francis 2013, PHSO 2013, Morecambe Bay 2015 and Baird et al, 2015). These reports highlighted some areas of concern regarding the Midwifery Supervision Framework in England. The NIPEC Review was to provide external assurance to the CNO, Directors of Nursing (HSC) and the public on Midwifery Supervision in Northern Ireland. During the Review, NIPEC engaged with women (n=45) via Survey Monkey, Midwives (n=58) via an engagement workshop and held face to face meetings with other key stakeholders

Delivering Care

- Regional agreement progressed and training was taken forward for specific project outcomes of the Delivering Care project in Phase 3: (District Nursing). A range of workshops were convened with frontline staff to enable training in a data collection system that was being tested to determine the workforce demand and capacity in district nursing teams. Some 167 frontline staff representing the five HSC trusts, Public Health Agency and DHSSPS attended.



Recording Care

- Engagement with clinical experts in mental health, learning disabilities and children's care settings took place via workshops to progress development of regional nurse records and data sets for use across the five HSC Trusts. Eight events were facilitated within this work stream, enabling over 60 people to engage as experts in their area of practice to advise the development of this work.

Professional Framework for Emergency Care Nurses

- During 2015 NIPEC continued to work in partnership with practice colleagues to develop a Professional Framework for Emergency Care Nurses. During this time a Framework for Emergency Care Nursing microsite was prepared and tested with key stakeholders. It is anticipated further iterations of the website will be shared as the website is built to ensure on-going engagement and ownership of the project by stakeholders.

In recognition of the need to ensure stakeholders influence the strategic agenda yet minimise time away from frontline care, during 2015/16, NIPEC remained committed to using relevant technologies to reduce travel time and to facilitate multi-site working. 'Gotomeet' has proved an effective piece of software to facilitate Project Group members to have virtual meetings to edit documents in real time while remaining at their own location. This software was particularly useful during the following projects:

- Review of Midwifery Supervision (NIPEC 2015): eight members of the expert reference group (ERG) reviewed the content of the final report supporting majority agreement in its content
- Development of the Career Framework for Specialist Practice Nursing Roles to facilitate attendance at meetings
- National Work Relating to Professionalism in Nursing and Midwifery: NIPEC is supporting the Chief Nursing Officer for Northern Ireland who is leading this work. . Four out of the five meetings to date have been held through use of video conferencing facilities to engage with colleagues and service users across the four countries.

NIPEC Websites

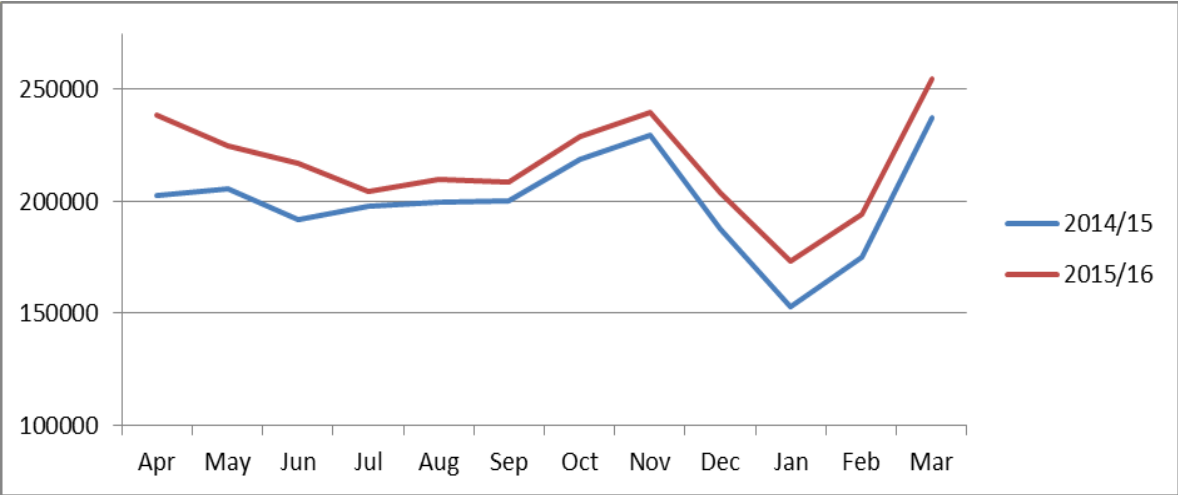
NIPEC's websites are one of its main vehicles for communicating to stakeholders. We apply robust mechanisms to ensure that our websites are an effective and easily accessible resource for nurses and midwives supporting them in their practice, education and professional development.

Main Website

A wide range of projects and resources are on the main website which provide details on the progress of projects, how resources were developed and who was involved in the work. Each project has its own page on the website and usually comprises the project plan, agenda, approved notes of meetings, any relevant presentations and links to other relevant websites, including the NMC.

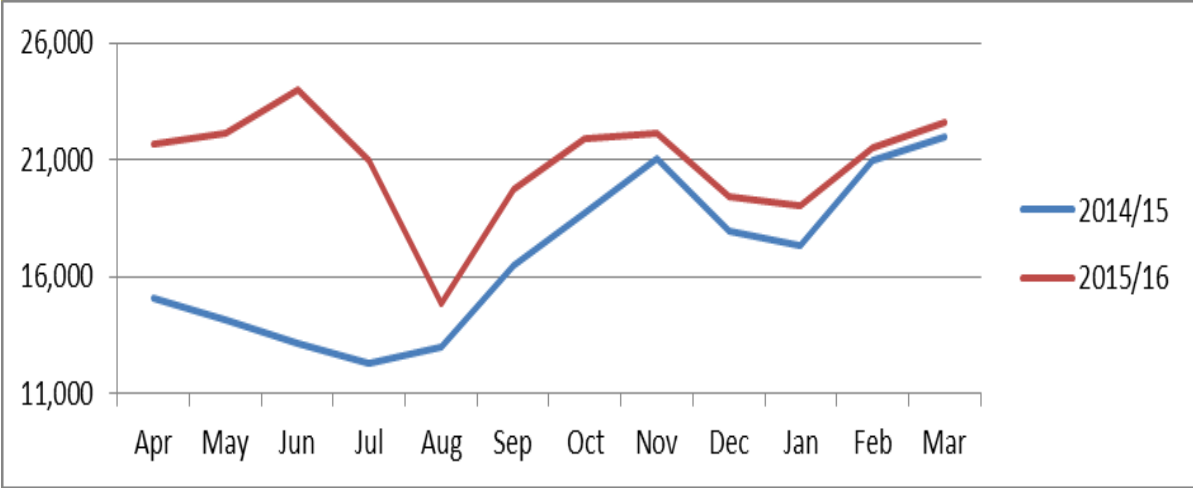
The main NIPEC website received an average of 191,021 (April 2015 to March 2016) hits per month (Figure 1) from 20,102 unique visitors (Figure 2), with the most visited areas being Implementation of Revalidation for Nurses and Midwives in NI, Professional Framework for Emergency Care Nursing, Midwives and Medicines, Professionalism in Nursing and Recording Care. Delivering Care: nurse staffing in NI, and news associated with NIPEC events/presentations were also popular areas.

Figure 1: Comparison of NIPEC website hits per month between 2015 and 2016



Visitors from over 35 countries have visited the NIPEC Website in 2015/16, including USA, Canada, Australia, Germany, South Africa, Republic of Ireland and Poland.

Figure 2: Comparison of unique visitors to NIPEC’s Website between 2015 and 2016



The website is continually growing and being adapted to ensure that it meets the needs of nurses and midwives within Northern Ireland. During 2015/16, work commenced to upgrade the website into WordPress. The advantage of the main website being in WordPress is that updates to the website can be completed ‘inhouse’ by relevant members of staff. NIPEC sought views from a number of its stakeholders to make the website more user friendly and responsive to the needs of

the user. We are grateful to those that responded including nursing/midwifery students from QUB and UU, and nurses/midwives from HSC Trusts and the Independent Sector. The plan is to launch the updated website in April 2016. The main features of the new WordPress site include:

- highlighting NIPEC's most recent project and news updates
- meet the team section, highlighting the individual work streams of NIPEC's senior management team)
- an improved Resource Section
- extended publications
- new search facility to find documents and reports more easily.

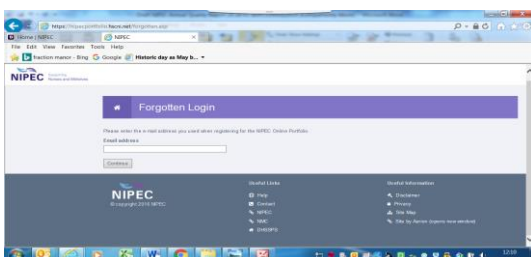
Revalidation for Nurses and Midwives in NI

During 2015 NIPEC's revalidation webpage was critical in providing information to registrants to help them understand revalidation, the implications of revalidation and where to get further support and information.

NIPEC's online portfolio was further refined to meet the requirements for the NMC's new model of revalidation and also now includes a section for midwives to record their annual supervision review online. A workshop, led by the Chair of the Refresh Project, Francis Rice, Executive Director of Nursing, Southern HSC Trust, was held with Nurses and Midwives from HSC Trusts and the Independent Sector to seek their views on how best to refine the online portfolio, keep it user friendly and enable them to store their information.



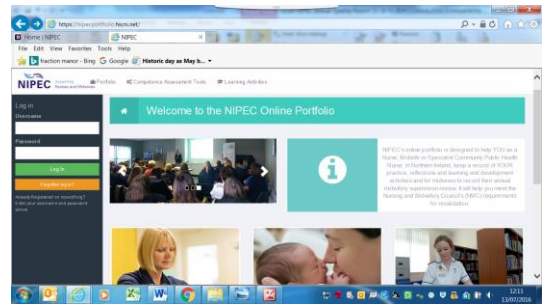
The NMC also gave permission for NIPEC to have the NMC forms for revalidation within the NIPEC online portfolio. One of the popular features of the website is that once the information is entered into the registrant's portfolio the information is automatically populated into the relevant NMC template.



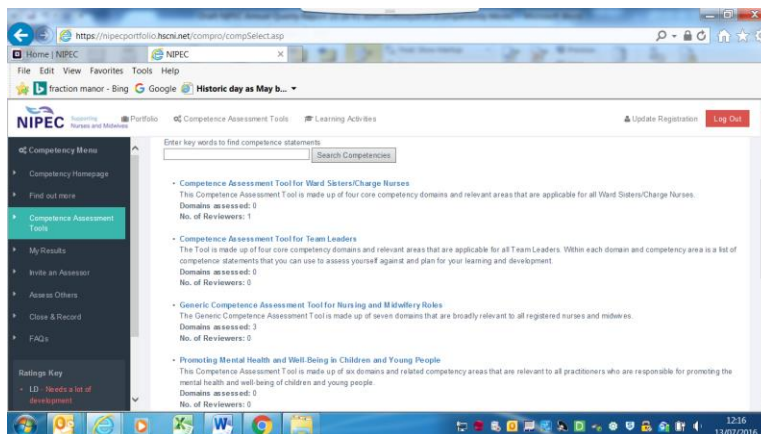
The online portfolio also has a new 'forgotten log-in' feature which enables straightforward instructions for individual users who cannot remember their username or password.

The number registered on the portfolio website increased from 11,299 in April 2015 to 14,145 in March 2016 an increase of 2,846.

Nurses and Midwives continued to use the portfolio website during this development phase and their information was automatically migrated into the refreshed online portfolio which was live from 30 March 2016 <https://nipecportfolio.hscni.net>



Competence assessment tools are also available on both the NIPEC website and the online portfolio. These resources enable nurses and midwives complete a self-assessment in order to identify their learning needs and develop their knowledge, skills and behaviours.



Competence Assessment tools
<https://nipecportfolio.hscni.net/compro/compSelect>.

Careers in Nursing and Midwifery Website

The Regional Career Pathway for Nursing and Midwifery website, <http://www.nursingandmidwiferycareersni.hscni.net/> is accessible through the main website and was presented at NIPEC's conference in September 2016 by the Chair of the project, Mrs Nicki Patterson, Director of Nursing South Eastern HSC Trust. The website provides information for individuals wishing to pursue a career in nursing or midwifery and for those considering coming from overseas to work in Northern Ireland or returning to practice. For those already in either the nursing or midwifery professions there are a range of different roles, settings and career paths, from which to choose, with real life stories and video clips describing the roles of nurses and midwives in Northern Ireland.

A range of activities were also carried out to promote careers in nursing and midwifery. For example, the website and the associated nursing and midwifery career leaflets were presented to approximately forty students at the Newtownards campus of the South Eastern Regional College in January 2016. The students on the programme were undertaking a Diploma in Healthcare and the majority had applied for a place on a nursing or midwifery pre-registration programme.

The average hits on the Promoting nursing and midwifery careers section of the Career in Nursing or Midwifery website increased by 7% to 38,073 April to March. Similarly the unique visitors to the site increased by 9% in 2015 to 4105 in 2016.

The site can also be accessed by those contemplating nursing or midwifery as a career: <http://www.nursingandmidwiferycareersni.hscni.net/nipeccareers/index.html>



Regular newsletters and communiqués are used to promote awareness of NIPEC to the wider HSC, independent and voluntary workforce which includes independent hospitals, hospice and nursing homes and service users, mainly through SCAN and NIPEC News:

- SCAN highlights current topical health and healthcare issues, key publications and events, under the broad headings of governance, leadership, workforce, education/development and patient experience. It is issued for wider circulation via email to one hundred and eighty 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 and promoted through NIPEC's social media.



NIPEC surveyed those who receive SCAN in April 2015 in order to ensure it continues to meet the needs of registrants. It was identified as a very useful monthly publication which keeps recipients up to date by bringing together relevant information on professional developments and recent publications in nursing and midwifery at local, national and international level. As a result of feedback, NIPEC's SCAN editorial team updated the publication and the new

look edition was published in August 2015 with a hyperlink feature which allows readers to easily navigate the resource.

NIPEC News will now be issued on an annual basis following NIPEC's conference. This decision was informed by an evaluation process and the decision to expand the remit of SCAN which now provides regular update on NIPEC resources and news

During 2015/16 NIPEC has continued to use survey management technology via its website to gather information relating to various projects being taken forward. This included:

- A patient survey to evaluate the utility of a new approach to planning nursing care across four participating Trusts
- Evaluation of NIPEC News
- Impact measurement of Respiratory Competence Assessment Tool (*R-CAT*) whereby information was sought from stakeholders to enable the Project Team to identify actions essential for continued and increasingly effective adoption and implementation of the *R-CAT*.
- Presentation of the annual supervision in nursing questionnaire across the five HSC Trusts to assist the Executive Nursing Teams in the production of the annual report to the Chief Nursing Officer.

Annual Conference

One hundred and thirty delegates from across NI attended NIPEC's Annual Conference in September 2015 the theme of which was "Fit for Living, Fit to Practise" Evaluations were extremely positive and affirmed that the aims of the conference were achieved, also evident from feedback on the day. Success of NIPECs conferences is regularly reviewed by feedback and evaluation (informal and formal).

The conference is recorded and posted on the NIPEC website, the aim of which is to provide a forum where all speakers who represent all levels and backgrounds across the system, can share with a wider audience, their work associated with professional standards enhanced practice and person centred, safe, effective care.

During 2015/16 NIPEC's work streams, workshops and conference were planned, co-ordinated and evaluated by a small team of experienced staff which incorporated administrative and clerical, Information Technology (IT) and nursing or midwifery staff, who successfully delivered each product and event to the highest standard.

I realised that quality can be improved with small, realistic approaches to change.



Pedro Delgado, Executive Director/ Regional Lead and Head of Europe & Latin America, Institute for Healthcare



Sharing of excellent up to date knowledge and practice

The focus of the day was extremely thought provoking, not only in relation to my job and career but also to my personal life and how I must ensure these fit together.



Asma Alijunaid, an interpreter from Sudan; Shirley Stronge (Midwifery Lecturer, QUB)



I really enjoyed the presentations on Revalidation, Mindfulness, and how to improve life for myself, patients and colleagues.

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 important 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 corporate objectives.

In October 2014 NIPEC staff were invited to participate in a Team Effectiveness Event with the following objectives:

- Understand the value and diversity of individuals and how they contribute to the team
- Get an insight into team roles and individuals behaviours
- Provide an opportunity to discuss and understand what being an effective team looks and feels like for them
- Have space and time to discuss team challenges
- Have some time to reflect on the achievements and positive contributions and enjoy the opportunity to reflect on these.

As a result of this event, an action plan with 6 key objectives, actions and outcomes, was developed and agreed with all staff. These objectives formed part of NIPEC's Business Plan for 2015/16 and were monitored and reported on during the year.

A follow up Team Effectiveness Event was held June 2015 to review the action plan, provide staff with an opportunity to update their colleagues on progress made on the various actions, and discuss and agree any new priorities. This programme of work has given everyone working in NIPEC an opportunity to be involved in building a model of good teamwork and provide their own views on how the team can operate, whilst also looking at team behaviours and attitudes and how these can contribute to a safe and supported working environment where individual contribution is valued and acknowledged.

A range of policies and mechanisms are in place to support staff in the workplace including NIPEC's Working Well Together Policy and Capability/Competence Procedure, the range of HR 'family friendly' policies, the availability of a suggestion box, our internal meeting structure (Business Team, Corporate Services Management Team, Professional Team, Admin meetings, staff meetings and 1:1 appraisal and development meetings) and line management structure.

These support and encourage staff to be involved in decision making, problem solving and innovation. A safe environment for raising concerns is also provided to enable listening and response, addressing problems and challenges when improvement is recommended.

Staff are also involved in a number of working groups on a regular basis (eg. health and safety; health and social wellbeing) and on an ad-hoc basis (eg. conference planning). Their contribution brings a wealth of knowledge, skills and experience, supports the work of NIPEC and is greatly valued.

NIPEC reviewed its sickness Key Performance Indicators (KPI) in 2015-16 and reduced the target from 4.7% to 4.5%. For 2015-16 NIPEC's absence rate was 1.29% however, it should be noted that due to the relative size of NIPEC's staffing structure i.e. 19 staff, a short period of long term absence can skew the yearly average figure.

Staff are able to make a self-referral to the Occupational Health Service and to the HSC contracted staff support service, Carecall. Both of these services provide invaluable support and advice to individuals.

As NIPEC is a relatively small NDPB within the HSC family of organisations, it is important that the well being of staff is a high priority. Staff can avail of the HSC occupational health facilities and the annual flu vaccination process. Staff absence is one of NIPEC's KPIs which is monitored monthly by the Business Team and quarterly by the Audit and Risk Committee.

The Joint Negotiation and Consultative Committee (JNCC) continued to meet on a regular basis during 2015-2016 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.

Strengthening the Workforce

Nursing and Midwifery Workforce

A range of recent changes and challenges are significantly impacting 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; a



revised NMC Code; Revalidation and the further development of Advanced and Specialist Practice Nursing roles.

NIPEC's culture welcomes and supports change and innovation and effective leadership at all levels within the nursing and midwifery professions. During 2015/16, NIPEC led and supported the translation of policy into nursing and midwifery practice along with aligning work streams to regional

strategies and professional and regulatory developments. This was aimed at strengthening the capacity and capability of the nursing and midwifery professions across all practice settings.

NIPEC continues to play a particular role in supporting the vision and objectives of the DoH Chief Nursing Officer in the continued pursuit of excellence in the delivery of nursing and midwifery services to the population of Northern Ireland.

During 2015/16, 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:

- Description of the Learning Disabilities nursing workforce in Northern Ireland: During 2015/16 NIPEC lead an extensive piece of work in partnership with the NI Collaborative to provide a comprehensive description of the learning disabilities nurse workforce in Northern Ireland which considered all sectors and locations where Learning Disabilities Nurses work and included Nursing support staff. The findings are now being considered by the Collaborative and will shape and inform the work plan of its members for 2016-2017

- Following the development of the *Advanced Nursing Practice Framework* (2014) in partnership with key stakeholders from HSC Trusts, Higher Education Institutions, Professional Bodies and including Advanced Nurse Practitioners, NIPEC was invited by the RCN to participate in UK wide work to take forward a process to credential Advanced Nursing Practice Programmes at Master's Level. The *Framework* can be viewed on the DoH website at:
<https://www.health-ni.gov.uk/sites/default/files/publications/dhssps/advanced-nursing-practice-framework.pdf>



NIPEC also provides leadership to empower staff to transform services and influence change at all levels. Examples during 2015/16 include:

- The *Attributes Framework* (DHSSPS, 2014) which 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 role or for 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 the first instance the Co-Chairs of Quality 2020 proposed to develop training for Level 1 of the Attributes Framework, as all staff working in HSC and those in training should have Level 1 of the Framework. A multidisciplinary workshop was held in December 2015 facilitated by the Safety Forum and NIPEC, with Education Providers and HSC Trust learning and development teams, including Quality Improvement experts to design and develop the content for a Level 1 ELearning Programme. The programme is to be piloted across all staff categories in May 2016.

Knowledgeable and competent practitioners are vital in ensuring the delivery of safe and effective practice. 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, that 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 to support and take forward transformational change, including addressing and where appropriate escalating concerns.

During 2015/16, NIPEC played an important role and led work along with other key leaders to support a flexible approach to the learning and development of nurses and midwives. Part of this was the production of resources, which can be used creatively and flexibly, to enable registrants to enhance their competence and performance to improve the quality of care they provide to their patients and clients.

Examples include:

- *A Career Pathway for Nursing and Midwifery in Northern Ireland:* NIPEC completed this programme of work on behalf of the DoH CNO and the pathway was launched at the All-Ireland CNO Conference in November 2015
- *Professionalism:* NIPEC continues to lead on a national project on behalf of the CNO for Northern Ireland to enhance professionalism in nursing and midwifery. Work was initiated in 2015/16 culminating in this project, being launched at a national conference in March 2016. The programme of work is anticipated to provide tools and resources to enable registrants to reflect on their individual contribution as a nurses or midwives and professionalism in the area of practice within which they work
- *Leadership Updates:* NIPEC officers are aligned to and work closely with registrant staff in other HSC organisations providing professional update and raising awareness on issues which have the potential to impact on professional practice and ultimately safe effective person centred care provision. This includes DoH and HSC Trust Nursing Executive meetings, and other organisations such as the RQIA

- *Partnership with Education:* NIPEC worked in partnership with Education providers to refresh the Quality Assurance Framework for DHSSPS Commissioned Practice Development and Education Programmes (Non NMC Registered or Recorded) during 2015. The revised framework will be used in the 2016/17 monitoring cycle
- *Enhancement of NIPEC's e-resources:* the competence assessment tools outlined in Table 1 are designed to facilitate on-line completion to support staff with reflection and enhancement of knowledge, skills and behaviours:

Table 1: Competence Assessment Tools

NIPEC's e-resources:	Available at:
Attributes Framework	https://nipecportfolio.hscni.net/compro/ReadOnly/attributes/default.asp
Respiratory (R-CAT)	https://nipecportfolio.hscni.net/compro/ReadOnly/rCAT/Default.asp
Safeguarding Children and Young People	http://www.nipec.hscni.net/wpfb-file/safeguarding-children-and-young-people-2-pdf/
Promoting the mental health and wellbeing of children and young people	https://nipecportfolio.hscni.net/compro/ReadOnly/PMHWB/Default.asp
Competence Assessment Tool for Ward Sisters/Charge Nurses	https://nipecportfolio.hscni.net/compro/ReadOnly/WSCN/Default.asp
Competence Assessment Tool for Team Leaders	https://nipecportfolio.hscni.net/compro/ReadOnly/team/Default.asp

NIPEC also 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. Examples include:

- Work during 2015 in partnership with the NI Collaborative and CEC colleagues to deliver an Outcomes Measurement in Learning Disabilities Nursing: Learning Event. The event, which was oversubscribed and extremely well evaluated, provided an opportunity for the audience to hear about a range of evidenced based outcome tools available to measure the contribution of Learning Disabilities nursing within practice.



- Annual Quality Assurance (QA) of Non NMC Registered or Recorded education programmes: a sample of DHSSPS funded education and learning programmes and activities were monitored within an agreed framework (NIPEC, 2011). Findings and themes were presented in the form of a report to the DHSSPS. Programmes included in the QA monitoring during 2015-16 are presented in Table 2 below:

Table 2: Programmes included in NIPEC’s QA monitoring during 2015-16

**Quality Assurance of Non-NMC Commissioned Activity
DHSSPS 2015-2016**

Education Provider	Title of Educational Programme
Clinical Education Centre	1. Record Keeping Legal and Professional Issues in Nursing 2. Diabetes Nursing (4 day)
University of Ulster	3. Breast and cervical screening module 4. Caring for people with continence disorder E Learning
Queens University Belfast	5. Breast & Cervical Screening for Nursing, Midwives and Health Visitors 6. Cognitive Behaviour Therapy (CBT): An introduction
Royal College of Nursing	7. Senior Manager Toolkit

- Continued enhancement of NIPEC’s website to support the on-going continuous professional development of nurses and midwives
- During 2014 NIPEC was commissioned by the CNO to conduct a review of how Manchester Triage System (MTS) Cascade Training is organised across the five HSC Trusts in NI. The recommendations from the review led to further work and during 2015 NIPEC in partnership with the Professional Framework for Emergency Care Nursing steering group developed and tested a framework/self-assessment tool to support the five HSC Trusts in the delivery of MTS Cascade Training. This has been disseminated by CNO to each of the Emergency Departments for use locally with the aim of driving up standards relating to the delivery of MTS Cascade Training
- Competence assessment tools along with NIPEC’s online portfolio available at <https://nipecportfolio.hscni.net> continued to be used by nurses and midwives to enable them to reflect on their practice and enhance professional development

- To support the implementation of Revalidation, NIPEC planned and delivered an extensive number of Revalidation road shows from 13th April 2015. In total 3200 registrants attended and over 9,000 registrants viewed an online road show video.

During 2015/16, NIPEC also sought opportunities to contribute to the continuous professional development of nurses and midwives, for example:

- NIPEC presented to participants undertaking Nursing Leadership Programmes delivered by the HSC Leadership Centre and Clinical Education Centre. During these programmes, NIPEC explains its role and function and also provides information on a range of its projects and resources
- 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 sought to engage 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
- NIPEC had several opportunities during 2015/16 to engage with colleagues in the Republic of Ireland to profile the work of the organisation and in particular resources related to record keeping. This included sharing of experience enabling discussion and peer review of the approaches used.



NIPEC also encouraged nurses and midwives to be involved in decision making, problem solving and innovation at all levels. Examples include:

- *Delivering Care:* NIPEC produced a final working draft tool for testing within Type 1 Emergency Departments to determine nurse staffing. In addition, NIPEC managed and coordinated the testing of an approach to regionally define the number of nursing staff required for district nursing teams in Northern Ireland. This resulted in the identification of further work required to refine the data collection system and align with the current staffing model in Northern Ireland
- *Draft Mental Capacity Bill:* NIPEC officers joined with staff from the DHSSPS Justice and Health departments to begin work on the draft Code of Practice which will eventually support interpretation of the Act within practice areas.

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 important 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; therefore staff are at the heart of what NIPEC does.

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 NIPEC is committed to promoting respect for diversity and to challenging sectarianism and racism in both employment and services. In this respect, NIPEC has endorsed and adopted the following statement for use within our corporate documents and communications:

“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 with individual roles, responsibilities and objectives discussed and included in annual personal development plans and reviews to ensure high quality outcomes. Through this process during 2015/16 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 internal and external to the organisation to support them to work effectively within the team.

In addition, systems and processes exist to monitor the NMC registration of NIPEC's professional staff and support their mandatory continuing professional development (CPD) activities.

NIPEC has reviewed and updated its Validation and Monitoring of Professional Regulation policy to reflect the new NMC revalidation requirements for nurses and midwives. This ensures that NIPEC has processes in place to validate and monitor staff required to be registered with the NMC in order to commence, and continue to work in, a regulated post. This policy was shared with our Independent and Voluntary Sector Forum colleagues to help them with the development of their respective policies for their registrant employees.

During 2015/16 NIPEC has continued to support the leadership development of nurses through temporary and secondment opportunities. A number of HSC Trust staff had the opportunity to support elements of project work regionally, acquiring and

building leadership and strategic professional practice skills under the supervision and direction of senior professional staff. Examples during 2015/16 include the employment of Professional Officers for the Recording Care and Professional Framework for Emergency Care projects.

NIPEC also offered an opportunity to a graduate intern to develop skills in Health and Social Care organisations during 2015/16. The individual has had the opportunity to develop, under the direction of a number of senior staff, a range of skills related mainly to project management, critical analysis, networking and influencing and report writing.

During 2015/16 NIPEC participated with a number of partners, including the DoH, to successfully bid for an international project to support nursing and midwifery colleagues in Croatia. This project, worth 690,000 euros, will see nursing and midwifery staff from Northern Ireland lending their expertise to develop mentorship programmes for pre-registration nurses and midwives, through the Department of Health in Croatia on behalf of the UK.

Effective Communication with Staff

Although NIPEC is a relatively small organisation whose workforce are all based in the same 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. In addition, a number of internal meetings are held on a regular basis to involve and inform staff at various levels; these 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.

Staff Health and Wellbeing

The health and wellbeing of staff is a high priority for NIPEC and a range of family friendly policies are in place to support staff in achieving a work life balance.



NIPEC's Health and Social Wellbeing Committee was established in February 2015 with membership from across the organisation. Based on the views of staff, a programme of activities was put in place including: monthly 'Fruity Fridays'; 10,000 Step Team Challenge; health screening and lifestyle awareness sessions; collective participation in the Samaritan's Purse Shoebox Appeal; Ticker Tea Party and Fireside Quiz raising funds for our nominated charity - Chest Heart and Stroke; and a Christmas Breakfast and Quiz. At the end of the year, staff were asked for their views and feedback on the activities was very positive. An end of year newsletter has been produced and published on our website. The Committee has commenced a programme of activities for 2016/17.

Absence is managed through a supportive and proactive approach following agreed regional policies and procedures. Staff can avail of the HSC staff support service (Carecall), BSO occupational health facilities and the annual flu vaccination programme.

Investors in People

NIPEC has demonstrated an on-going commitment to the principles of Investors in People over a significant period of time. NIPEC achieved its third successful post recognition review in February 2015 and the assessment process provided an opportunity to feedback on people management and development practice undertaken to inform future strategies and plans. A small number of areas for further development and improvement proposed by the liP assessor continue to be considered and explored.

NIPEC's Business Plan 2015-16 identifies a number of people priorities including: the capability of managers to lead and engage teams to achieve the business plan objectives; and the development of a competent and valued workforce. The Team Effectiveness Event is an example of how NIPEC continues to involve staff in exploring and agreeing steps to achieving high performance and effective team working.

Measuring the Improvement

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.

During 2015 - 2016, NIPEC continued 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 which are available online. 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.

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 Senior Professional Officer (SPO) who is accountable for the effective management and delivery of the aims and objectives of each project. SPOs are assisted by administrative and clerical support and have ready access to IT and library support in order 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.

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

- Audit information relating to the standard of nurse record keeping practice across the five HSC Trusts has continued to be gathered on the NIPEC Online Audit Tool (NOAT). 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 Chief Nursing Officer business meetings with Executive Nurses, DoH. 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.



From this work, a programme to explore approaches to improve nurse care planning including the development of a practice framework has been taken forward regionally. The standards outlined within NOAT 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.

In addition, NIPEC facilitated engagement with the Health and Social Care Board eHealth Team for almost 50 nurses and midwives in the region in February 2016, when the opportunity was offered via the Recording Care Project to view a demonstration of a potential electronic health care record supporting nursing and midwifery record keeping.

NIPEC received no formal complaints in 2015-16, so no lessons can be drawn from this with regard to improvements to the work of NIPEC however as an organisation we are not complacent and continue to use feedback from stakeholders along with new evidence to shape and take forward work.

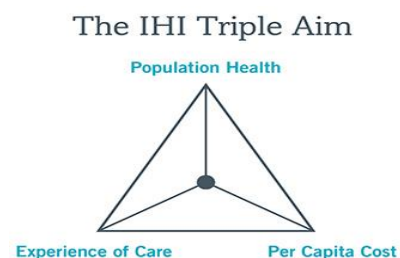
NIPEC also participates in the HSC Control Assurance Standards which are defined by the DHSSPS. From the nine standards which are relevant to NIPEC's role and function it obtained the level of 'substantial' compliance i.e. a score of 75- 99% for all nine areas. The individual compliance scores for the year 2015-16 compared to the year 2014-15 are as follows:

Control Assurance Standard	Score in 2015-16 - %	Score in 2014-15 - %	Variation in %
Governance (Core Standard)	94	94	-
Financial Management (Core Standard)	89	88	+1
Risk Management (Core Standard)	89	89	-
Health & Safety	92	92	-
Information Management	83	84	-1
ICT	94	94	-
Fire Resources	96	96	-
Human Resources	97	97	-
Management of Purchasing & Supply	91	91	-

Use of Improvement Techniques

NIPEC's projects often include quality and more general improvement approaches and methodologies. In addition, members of project groups, for example, Working Groups and/or Expert Reference Groups, often bring a wealth of knowledge and experience in relation to quality improvement. Examples include:

- Co-ordination of a Regional Professional Advisory Group, in partnership with the PHA, Chaired by the DoH Chief Nursing Officer. The purpose of the Group is to identify *Key Performance Indicators (KPIs) for Nursing and Midwifery* to measure, evidence and monitor the impact and unique contribution of nursing and midwifery on the quality of patient and client care.



The work of this Group is underpinned by the principles of *The Triple Aim* (IHI, 2012), based on improving the health of populations and enhancing the patient and client experience, while optimising costs.

During 2015/16, KPIs relating to pressure ulcers and falls continued to be monitored across all five HSC Trusts. Work to develop further KPIs relating to nutrition, omitted and delayed medications, sickness absence, vacancies, use of bank and agency staff, supervision, appraisals, mandatory training and specialist areas of practice including safeguarding children, district nursing, health visiting and mental health nursing continued within the Regional Professional Advisory Group

- Development of a *Career Framework* to support specialist practice nursing in order to provide clarity about these roles in Northern Ireland, in both statutory and independent sectors
- NIPEC continues to work with the Co-Chairs of Q2020 Attributes Framework Implementation Group to support the implementation of the *Framework* across the HSC system
- 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 2015/16 this included final sign off of a regional children's in-patient nursing record, the piloting and progression of a new model of nursing care planning and the commencement 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. 2015/16 also saw production of



Welcome to the NIPEC Record Keeping Practice Indicators (RKPI) for Nursing and Midwifery in Northern Ireland.

This tool is a shortened version of the NIPEC Online Audit Tool (NOAT)

Login

Register

Registration is free for this site.

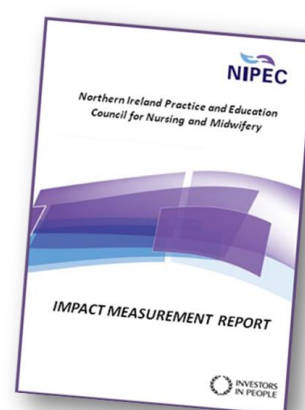
Whatever care setting you work in, you should make your line manager aware that you intend to audit your record keeping practice, to improve standards of nursing or midwifery record keeping.

a shorter key performance indicator tool, which, it is anticipated, will be used within the regional suite of KPIs for nursing in the future

- Co-ordination and management of the development of Phase 2 Emergency Department settings section of the *Delivering Care: Nurse Staffing in Northern Ireland Framework* (DHSSPS, 2014) and the on-going development of District Nurse teams (Phase 3), and provision of advice relating to the construction of Phase 4 which focuses on Health Visiting teams.

Outcome Measurement and Report on Progress

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 the extant literature and designed and developed with stakeholders. For instance, during 2015/16 there was a particular focus on measuring the impact of *the Respiratory Competence Assessment Tool (R-CAT)* across the five HSC Trusts. This was taken forward through the implementation of *NIPEC's Impact Measurement Framework*. Reports produced from this approach contain data and insights which are used to support planning, benchmarking and strategy review processes.



In addition, NIPEC supports relevant stakeholder organisations to measure improvement. Examples include:

- *Annual evaluation of supervision* in nursing across the five HSC Trusts which supports the production of a Trust report to the Chief Nursing Officer
- *Strengthening the Commitment NI Action Plan (2014)*: NIPEC worked with the NI Collaborative to prepare the first NI Action Plan Progress report. The report provided an update to the CNO on progress made against the Action Plan including the key priorities identified by the Collaborative for the period 2014-2015
- *Strategic Framework for Practice Development*: NIPEC continued to co-ordinate and facilitate a Regional Implementation Group, chaired by Professor Tanya McCance, Head of the Person-centred Practice Research Centre at the University of Ulster.

NIPEC provides a unique role in comparison to other parts of the United Kingdom and the Republic of Ireland. NIPEC's performance is monitored by the DHSSPS bi-annually, through Accountability Reviews.

On an annual basis 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.

Raising the Standards

Evidence-based Standards and Best Practice Guidance

NIPEC's projects are informed by the extant literature and underpinned by robust, evidence based research in order to support quality improvement. NIPEC's Senior Professional Officers 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 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.

Quality 2020 recognises that culture is critical to ensuring quality throughout the HSC system and as part of its mission of creating a culture of learning and continuous improvement, transforming the culture is included as one of its five strategic goals.

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.

Its activities focus on enabling nurses and midwives to improve their practice 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
- exploring opportunities for increasing its involvement in multidisciplinary projects and initiatives.

In September 2015, the '*Nursing Standard*' featured the work of NIPEC in an article which described the organisation as being indispensable in raising professional standards in nursing and midwifery in Northern Ireland.

In February 2016 the *Midwives and Medicines (NI)* resource, an online interactive tool which includes an e-learning package for midwives, was awarded first prize for its contribution to Midwifery Education at the British Journal of Midwifery Awards Ceremony in Manchester.



Broader activities focus on enabling practitioners to improve their practice to meet the needs of patients/clients and their carers. During 2015/16:

- 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.
- NIPEC's Senior Professional Officers contributed to local and national professional advisory panels regarding the regulation of nursing and midwifery. For example, in advance of NMC plans to consult on the review of existing nursing and midwifery prescribing standards, NIPEC has been working with the NMC to support the preparatory phase of this work.
- A Senior Professional Officer presented the work of the Recording Care Project to representatives from the Professional Records Standards Board, UK.
- A Senior Professional Officer continued to participate in a national debate to discuss support, learning and development requirements for nurses in the UK to engage with emerging technologies for health care. The outcome of this event was recently approved by RCN congress to begin a national programme of work supporting this important and emerging area of practice.
- NIPEC also participated in UK wide work led by the Queens Nursing Institute and supported by the NMC, to develop voluntary education standards for District Nurses.
- Following publication of *A Review of Midwifery Supervision in Northern Ireland* (NIPEC 2016), CNO tasked NIPEC to establish a Task and Finish Group to develop a new draft Midwifery Supervision Framework in anticipation of imminent changes to the Nursing and Midwifery Order (2001) by the proposal to remove Statutory Midwifery Supervision.

The following examples demonstrate how NIPEC during 2015/16 focused on its core responsibilities to drive up quality and support the delivery of safe and effective person-centred practice:

Revalidation

In September 2013 the NMC committed to introducing a model of Revalidation for all Nurses and Midwives from October 2015. Revalidation is a process that all Nurses and Midwives need to engage with to demonstrate that they practice safely and effectively. Revalidation emphasises reflections on the revised NMC code which has been effective since March 2015 and will lead to greater engagement with the standards to which registered Nurses and Midwives are expected to practice on a daily basis.

To assist the introduction of revalidation by the NMC, it was agreed that NIPEC would support DoH in its oversight of the work and manage the project. Resources within NIPEC were prioritised to facilitate the designation of a Programme Manager for the life of the Project.

A Programme Board and a Working Group were established and the NI Revalidation Programme manager was a member of the UK NMC Revalidation Pilot group. The proposed Revalidation Model was piloted and tested across nineteen sites in the UK during April and May 2015, including the Western Health and Social Care Trust (WHSCT). The Programme Manager was a member of the WHSCT Revalidation Steering group providing support to the Trust and linking with the NI Programme Board. A range of work streams were progressed to successfully support the implementation of NMC revalidation from 1 April 2016.

These included:

- refresh of the NIPEC online portfolio to directly support registrants to evidence how they meet the requirements for the new requirements of revalidation
- development of a robust revalidation engagement and communication plan
- delivery of revalidation information sessions/road shows to over 3000 registrants by NIPEC
- preparing and hosting a revalidation webpage on the NIPEC website with links to a range of NMC revalidation information for use by registrants and employers
- the preparation of a revalidation road show video by NIPEC, which has had over 9,000 views
- development of Appraisal Guidance for use by all organisations to support registrants to use the appraisal process to meet the requirements of revalidation

- co-ordination and delivery of revalidation Masterclasses to enable participants to acquire the knowledge and skills to act as Revalidation Champions/Leads within organisations and settings across Northern Ireland which employ nurses and midwives

On the 8th October 2015 The NMC made the decision to endorse revalidation and in April 2016 the first registrants successfully revalidated. NIPEC have been instrumental in supporting the successful implementation of revalidation within Northern Ireland.



Personal and Public Involvement

NIPEC promotes a shared-decision making approach through its projects and work-streams and the development of resources. Representation from the voluntary and independent sectors are sought/included in these. 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 2015 - 2016, NIPEC continued its efforts in relation to Personal and Public Involvement (PPI). Specifically this included NIPEC continuing to seek representation to a small personal and public involvement e-forum, comprising of members of the public interested in the work of NIPEC. This year, NIPEC added additional training for professional staff related to awareness raising of the importance of PPI.

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. For example:

- NIPEC is a member of the *Regional Personal & Public Involvement Forum* which directs the approach to this engagement and activity in the region
- The regional pilot for *nursing care planning* included a questionnaire completed by inpatients in units to test the approach and to determine their experience of the model being used and its potential to increase involvement and inclusion in planning nursing care
- A member of the *NIPEC e-Forum* attended NIPEC's stakeholder event for 2015/16 to provide input into the business planning cycle for this year
- NIPEC continued to play a vital role in quality assuring non NMC regulated education activities commissioned by the DHSSPS through the Education Commissioning process for Nurses and Midwives during 2015/16. During this process, NIPEC promoted the *involvement of patients, clients and carers* in the planning design and delivery of educational programmes where appropriate/ relevant
- *The Community Maternity Care Project* addresses implementation of a number of the objectives from the *Strategy for Maternity Care in Northern Ireland 2012-2018* (DHSSPS, 2012). The project has reviewed current antenatal service provision and developed a Regional Core Care Antenatal Pathway; Self-Referral form accessed via HSC Trust websites; a Regional Information Leaflet providing women with choices for their care and an electronic referral letter for General Practitioners The outcomes have been secured through extensive *collaborative engagement* with service providers

(350 midwives, 50 obstetricians and 117 general practitioners) and 1,130 service users

- A service user and carer is a member of the Regional Implementation Group for *Delivering Excellence: Supporting Recovery* (DHSSPS, 2010). In addition, service users have been invited to attend specific meetings of the Group to share their knowledge and experience which has proved invaluable in guiding and supporting decision making regarding the design and implementation of an action plan and work programme for the Group.

The needs and values of individuals and their families, highlighted through broader HSC mechanisms, for example, the regional 10,000 voices project, continue to be considered in the planning, development and review of all NIPEC's work.

Integrating the Care

Multidisciplinary Team Working

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

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

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 often involves effective, positive multi-professional partnership working and collaboration with a wide range of stakeholders from various sectors in order to promote and support the practice, education and performance of nurses and midwives. Examples of multidisciplinary working during 2015/16 include the following:

- NIPEC's Chief Executive and Senior Professional Officers were members of a range of multi-professional regional fora including GAIN, Quality 2020 Project Groups and the Regional PPI Forum, within which they provided strategic and professional advice and guidance on matters related to the nursing and midwifery professions
- Membership of the *HSCB Integrated Care Partnership (ICP) Stakeholder Reference Group*
- Design and development of an eLearning Programme for Level 1 of the Attributes Framework for all staff in HSC to complete *Attributes Framework* involved multidisciplinary team working across, nursing, medicine, including General Practice, allied health professions, social work, and across statutory and education sectors.

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.

During 2015/2016, NIPEC contributed to four-country level work led by the NMC in partnership with UK wide stakeholders and the Council of Deans relating to the 'Future Nurse'.

NIPEC's Portfolio has, as previously mentioned in this report, been updated to reflect the NMC requirements for revalidation. The new web address is <https://nipecportfolio.hscni.net> and has been live since the 11th May 2015. For those Nurses and Midwives who had already started their portfolio existing records can be migrated across to the new site.

In the new portfolio for each revalidation period registrants can:

- Record their practice hours
- Record and reflect on their CPD
- Record their feedback
- Reflect on their practice related feedback

In addition, NIPEC promoted improved standards of education and development in collaboration with education and service providers and provided a range of activities 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 an agreed framework (NIPEC, 2016). The criteria for Quality Assurance 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 make 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.

Conclusion

In relation to quality, this Report provides evidence and demonstrates how NIPEC, as a regional organisation, continues to fulfil its statutory responsibilities in supporting and promoting high standards of practice, education and the professional development of nurses and midwives thereby facilitating their positive contribution to safe, effective and person-centred care.

Moving forward across the HSC in Northern Ireland there will continue to be an increasingly challenging agenda in terms of continuing to improve services within finite resources.

A key strength and role of NIPEC is its ability to work in partnership with a broad range of stakeholders across the UK and Northern Ireland in the development of high quality innovative solutions which support employers, nurses and midwives, enhance professional practice and, in turn, facilitate the delivery of safe, effective and person-centred care.

The role has become increasingly significant resulting in a high volume of work with tangible outcomes and products articulated through work taken forward directly in response to professional, policy, strategic and clinical priorities.

The work of NIPEC also continues to grow in response to broader risks and challenges which exist across the delivery of health and social care.

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 DoH and 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, DoH).

During 2015-2016 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; and representatives from NIPEC's External Auditors, the Northern Ireland Audit Office, Internal Audit, BSO and a financial representative from the BSO.

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 DoH's Central Arm's Length Bodies Governance Unit. The outcome of the 2015-16 self-assessment was that NIPEC adhered to best practice for those areas which were applicable.

During 2015-16 NIPEC's Audit committee met on a total of four occasions.

All audit assignments included in the 2015-16 Internal Audit Plan, approved by the Audit and Risk Committee, were completed.

A mid-year assurance statement was provided from the Head of Internal Audit to the Audit and Risk Committee meeting held in October 2015, as part of the process to assist the Chief Executive in the completion of the DoH Mid-Year Assurance Statement.

Also, in a report dated 18th April 2016, on a year-end follow-up on outstanding internal audit recommendations, the Internal Auditor noted that, "**17 or 77% of the 22 recommendations examined were fully implemented, a further 4 (18%) were partially implemented and 1 (5%) had not yet been implemented at the time of the review**". No priority one findings were outstanding.

The Internal Audit Review outcomes for 2015-16, therefore, showed the following to be classified as:

Financial Review - 'Satisfactory Assurance'

- No priority one weaknesses identified

Management of Statutory Responsibilities and Complaints – 'Satisfactory Assurance'

- No priority one weaknesses identified

Controls Assurance Verification

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

*"My overall opinion for the year ended 31 March 2016 is that there is a **satisfactory** system of internal control designed to meet the organisation's objectives."*

As an example of how NIPEC seeks to improve its systems and procedures is the internal audit report on the 'Council Effectiveness in 2014-15', where the following actions have been taken forward based on the recommendations contained within the report:

- Declaration of Members Interests now a standing item on the agenda for each meeting.
- Formal action plans are produced after each meeting identifying issues to be followed up, officer responsible and date of completion.

- The Council Governance Self-assessment tool will now be presented to the full Council.
- Code of Practice. All Council Members annual appraisals records and resultant personal development plans will be retained within the NIPEC office.

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.

NIPEC has in place two risk registers. A high level risk register which is updated monthly and goes to each meeting of the Council and an operational risk register which is also updated monthly and goes to each meeting of the Business Team and the Audit and Risk committee.

Remuneration Committee

The Remuneration Committee comprises a membership of all the Council Members, with the exception of the four who serve on the Audit and Risk Committee. Its role 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.

Information on the quality of NIPEC's activities

All meetings of both the Council and 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 identified a strategic objective for 2013-16 to maintain 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 2015-16*, include the following:

- NIPEC updated the assurance framework monthly and took an updated version to each quarterly meeting of both the Audit and Risk Committee and the Council during the year. This register covered the following seven areas:

- 1. Governance and Performance:** - Delivering the financial savings, productivity and cash releasing efficiencies towards achieving year-end financial break even.
- 2. Governance and Performance:** - Signing off on BSO, SLA offering for 2015/16
- 3. Governance and Performance:** - Business Plan objectives and work plan 2015-16
- 4. Governance:** - Council membership vacancies
- 5. Governance:** - Review by DHSPPS of organisation's future role and function
- 6. Leadership:** - Interim Chief Executive post
- 7. Accommodation:** - Break Clause in Accommodation Lease

- The operational risk register was updated each month at the Business Team meeting and reported on at the quarterly meeting of the Audit and Risk Committee. The total number of risks, over nine areas, as at the 31st March 2016 had been identified as 17, with none shown as high, 4 (23.5%) as medium and 13 (76.5%) as low. Both registers, with updates, were posted regularly on the website during the year.
- NIPEC received, on 9th February 2015, details of its revenue resource limit (RRL) for 2015-16 of £1,254,542 and an indication that due to significant challenges in 2015-16 for the DoH to secure a balanced budget the Department and ALBs would have their initial RRLs reduced. The outcome for NIPEC was a 10% reduction of £139,394. With subsequent amendments, dated:
 - September 2015 £22,669 for a 3% increased Employer Contribution Rates in Public Services Pension and £82,663 to support VES.
 - December 2015 £44,000 to fund support to the Clinical safety Informatics Project,
 - February 2016 the surrender of £50,311 ring fenced VES funds,
 - March 2016 £18,000 in relation to accommodation dilapidation costs,
 - April 2016 £5,775 slippage against superannuation funds and
 - May 2016 surrender of £10,900,

resulting in a final revised RRL of £1,354,888.

- NIPEC's financial accounts for the year ending 31st March 2016 showed a surplus of £11,073 or 0.8% which was within the DoH HSC breakeven target of 0.25% or £20,000. An unqualified audit report was obtained from the NIAO on the 2015-2016 financial accounts.
- NIPEC's financial accounts for the year ending 31st March 2016 showed a surplus of £11,073 or 0.8% which was within the DoH HSC breakeven target of 0.25% or £20,000. An unqualified audit report was obtained from the NIAO on the 2015-2016 financial accounts.
- As part of its efficiency programme, within its Property Asset Management (PAM) plan, NIPEC had successfully implemented in 2013-14 the agreed accommodation business plan - to move completely onto one floor within Centre House under a new three-year lease with a break clause after year two. With the resulting reduction in its internal capacity to host meetings/workshops or seminars for personnel above 12 persons attending,

NIPEC put in place an approval and monitoring system which ensured that the chosen external venues offered the best value for money.

- 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.
- Under the DHSSPS zero-based budgeting approach, introduced in 2012-13, for capital allocations or the Capital Resource Limit (CRL), bids have to be submitted against the three categories of *Contractual Commitments, Essential Projects and Desirable Projects*.

In 2015-2016 NIPEC was allocated an initial CRL allocation of £ 7,620, followed later in January 2016 by a further £8,866 arising from tranche 8 of the HSC ICT funding 2015-2016.

- 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 2015-2016 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 - 89%
 - Health & Safety – 92%
 - Information Management – 83%
 - Information & Communication Technology - 94%
 - Fire Safety - 96%

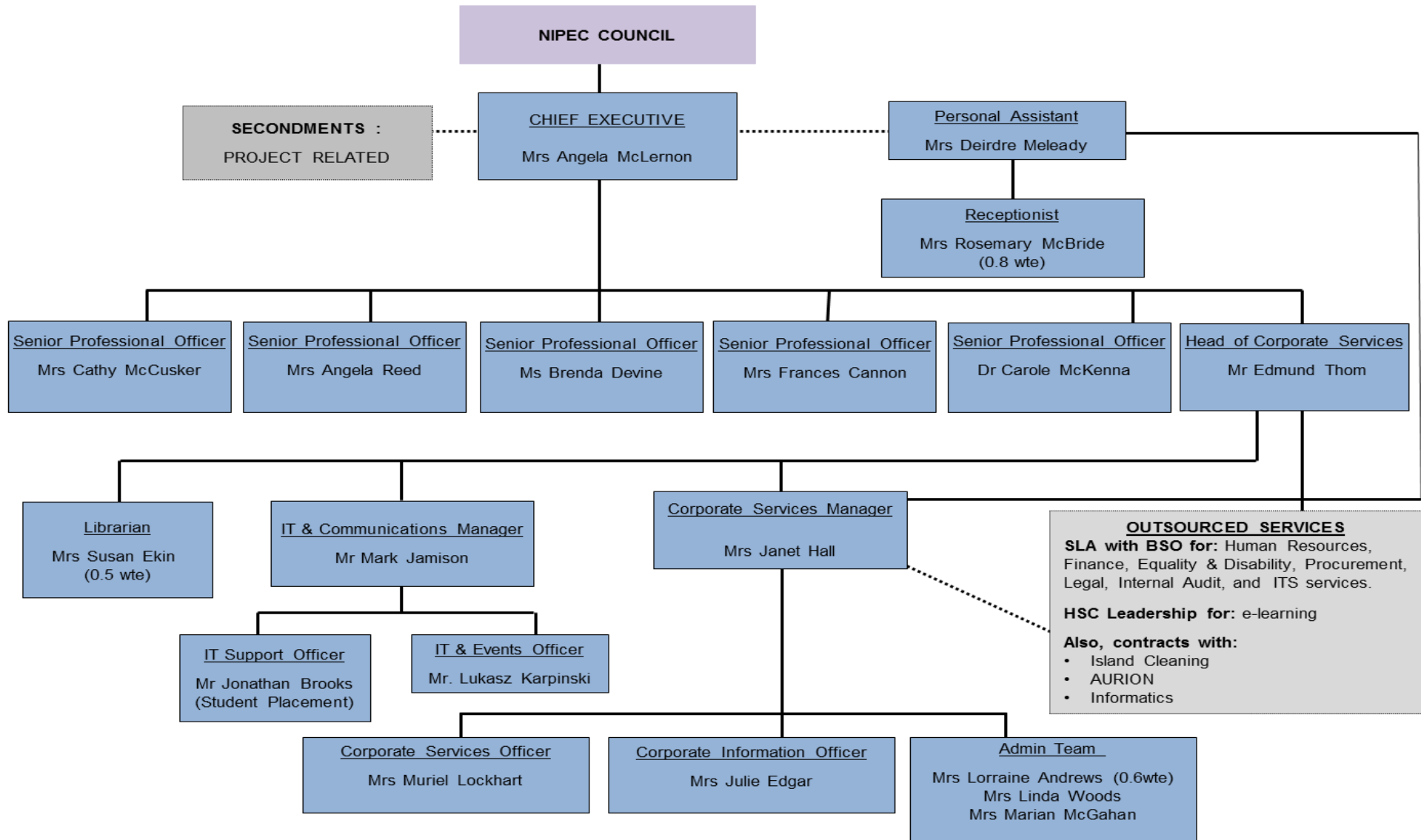
- Human Resources - 97%
- Management of Purchasing & Supply - 91%
- NIPEC's policies and procedures are monitored and reviewed during the year, as appropriate, and a 'policy grid' and 'procedure grid' are updated and taken to each quarterly Audit and Risk Committee meeting. As at 31 March 2016, the outcome was:

- NIPEC/BSO Policies & Strategies

Through a systematic process of review and updating 43 policy/strategy documents – 38 or 88.4% classified as '*green*' that is to say were updated within the timeframe for review (of the 5 not in the green sector, 3 were awaiting clarification from HR on regional agreements)

- NIPEC/BSO Procedures

Through a systematic process of review and updating 21 documents - 18 or 86% classified as '*green*' that is to say were updated within the timeframe for review





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