

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

**ANNUAL BUSINESS PLAN
2018 – 2019**

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

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Introduction

The Northern Ireland Practice and Education Council (NIPEC) Annual Business Plan for 2018/19 details how we will make best use of our resources to achieve our strategic objectives, as set out in our Corporate Plan 2017-2021.

It also details how we plan to improve how we work by:

- Continuing to strengthen a culture of critical enquiry and quality improvement and the use of best available evidence, feedback from stakeholder engagement and other available information sources
- Promoting and facilitating innovation and reform underpinned by co-production and co-design
- Maintaining competent and professional staff and promoting and supporting continuous improvement and learning
- Ensuring that NIPEC's functions are underpinned by a robust governance and outcomes based accountability framework.

This Plan focuses on major new and on-going work-streams for 2018/19, incorporating Department of Health (DoH) requirements and stakeholder's needs. It is not however intended to cover every aspect of NIPEC's work.

NIPEC's Purpose, Value, Vision and Mission

During 2018/19 NIPEC will be guided by its Corporate Plan 2017-2021 which sets out our purpose, our values, our vision and our mission.

Our Purpose

NIPEC 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).

NIPEC's Statutory Responsibilities

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

Source: *Health and Personal Social Services Act Northern Ireland (2002)*

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

Our Values

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

Our values, summarised below, reflect that our functions are set in a context of the requirement for all nurses and midwives to adhere to the Nursing and Midwifery Council's (NMC) *Code: Professional standards of practice and behaviour for nurses and midwives*¹. These values will provide a constant reference point for our organisation as we seek to implement the Corporate Plan: 2017 – 2021.



¹ NMC (2015b) *The Code: Professional standards of practice and behaviour for nurses and midwives*. London: NMC. Available at: <http://www.nmc.org.uk/globalassets/sitedocuments/nmc-publications/revise-new-nmc>

Our Vision

Our vision has been informed through a series of engagement events with our stakeholders, including the public. That means that our vision has been defined by the people with whom, and for whom, we work.

Our vision for the next five years reflects the intention to work as an organisation that will continue to be:



Our Mission

What we do:

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

Strategic Context

This Annual Business Plan 2018/19 represents a challenging programme for NIPEC. NIPEC works within a strategic context where an ambitious work plan set by Draft Programme for Government along with a reform agenda to improve health and social care services for people in Northern Ireland, is underway.

The Draft Programme for Government 2016 – 2021² continues to set out the ambition to support people to lead long healthy and active lives in Northern Ireland (NI). There are eight strategic health indicators for success that contribute to the achievement of four population based outcomes, which are that:

- We enjoy long, healthy and active lives

² Northern Ireland Executive. (2016). *Draft Programme for Government Framework 2016 – 2021*. Available for download at: <https://www.northernireland.gov.uk/sites/default/files/consultations/newnigov/draft-pfg-framework-2016-21.pdf>

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

The ambitious 10 year programme of change to health and social care in Northern Ireland outlined in, *Health and Well Being 2026: Delivering Together*,³ continues to set out the vision for transformation. *Delivering Together* was based on the Expert Panel report on Health and Social Services in Northern Ireland – ‘*Systems not Structures*’⁴ (October 2016), The vision is based on principles of *co-production* and *co-design* working in partnership with those who use services and those that deliver services to implement change. Key aims of the 10 year vision include:

- Moving towards a model of care focused on provision of services close to home
- Concentrating specialised procedures on a smaller number of sites
- Increasing emphasis on prediction, prevention and health promotion rather than ‘reactive’ care
- Providing a structure for better citizen engagement
- Investing in and building capacity within existing health and social care networks
- Investing in eHealth to support improved self-management, care at home and use of information.

Regular Transformation progress reports are published by the DoH which reflect the progress achieved so far.

Aligned to this, the previous Minister set up a Task Group, chaired by Sir Richard Barnett, which aims to maximise the contribution of nursing and midwifery to improving outcomes for the population. NIPEC will continue to support this significant programme as it moves forward in the future.

NIPEC plays a particular role in supporting the vision and objectives of the Department of Health Chief Nursing Officer in the continued pursuit of excellence in the delivery of nursing and midwifery services to the population of Northern Ireland. This support will continue to be offered at this key time of change and opportunity within Northern Ireland. In addition to *Health and Well Being 2026: Delivering Together*,⁵ a range of extant and emerging strategies and policies which support reform and transformation of services have been developed within Northern Ireland including: *Quality 2020*,⁶ *A Strategy for Maternity*

³ Department of Health. (2016). *Health and Wellbeing 2026: Delivering Together*. Available for download at:

<https://www.health-ni.gov.uk/sites/default/files/publications/health/health-and-wellbeing-2026-delivering-together.pdf>

⁴ Expert Panel Report, Department of Health. (2016). *Systems, Not Structures. Changing Health and Social Care*. Available for download at:

<https://www.health-ni.gov.uk/publications/systems-not-structures-changing-health-and-social-care-full-report>

⁵ Department of Health. (2016). *Health and Wellbeing 2026: Delivering Together*. Available for download at:

<https://www.health-ni.gov.uk/sites/default/files/publications/health/health-and-wellbeing-2026-delivering-together.pdf>

⁶ Department of Health, Social Services and Public Safety (2011b) *Quality 2020: A 10 Year Strategy to Protect and Improve Quality in Health and Social Care in Northern Ireland*. Belfast: DHSSPS.

Care in Northern Ireland 2012-2018;⁷ *Making Life Better*⁸ *The Right Time, The Right Place*,⁹ *Improving the Patient and Client Experience*,¹⁰ *eHealth and Care Strategy for Northern Ireland*¹¹, *A Strategy for Children's Palliative and End of Life Care 2016-26*,¹² *A Strategy for Paediatric Healthcare Services provided in Hospitals and in the Community 2016-26*,¹³ *HSC Collective Leadership Strategy*¹⁴

NIPEC will continue to support the development of, and responses to, emerging professional policy, strategy and regulatory requirements. This will include the testing and further development of the *Enabling Professionalism in Nursing and Midwifery Practice Framework* launched in May 2017 under the commission of the four Chief Nursing Officers in the UK.

NIPEC will also contribute to the vision of the Encompass Programme for a digital health and care record for every person in NI that better informs their health and wellbeing throughout their life. The Encompass Programme will be a significant programme of work over the next ten years that will lead to better use of data, driving up safety quality and experience for the public. NIPECs established Recording Care Project Steering Group will ensure that it is aligned to maximise support to this programme of work.

During 2018/2019 NIPEC plans to work closely with the NMC to support the outworking of the new pre-registration nursing education standards. The new standards include an increased emphasis on promoting health and wellbeing, supporting self-management and self-care, research, and the flexibility to care for the whole person across the human lifespan (whether physical, mental or learning disability-related). NIPEC will be instrumental in supporting the implementation of new pre-registration standards and the revised NMC Education Framework for all stakeholders. Concomitantly NIPEC will be engaged in the NMC 'Future Midwife' programme of work as a radical review of pre-registration midwifery standards is undertaken to ensure that the midwives of the future are ready for the challenges that the changing context of midwifery practice will bring.

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

In addition, NIPEC plays a key role in leading or contributing to quality improvement projects and initiatives across Northern Ireland and at a national level and responds to organisations that require bespoke work programmes, should specific practice based

⁷ Department of Health, Social Services and Public Safety (2012) *A Strategy for Maternity Care in Northern Ireland 2012 – 2018*.

Available at: <http://www.dhsspsni.gov.uk/maternitystrategy.pdf>

⁸ Department of Health, Social Services and Public Safety (2014a) *Making Life Better. A Whole System Strategic Framework for Public Health 2013 – 2023*. Available at: https://www.dhsspsni.gov.uk/sites/default/files/publications/dhssps/making-life-better-strategic-framework-2013-2023_0.pdf

⁹ Donaldson, L., Rutter, P. & Henderson, N. (2014) *The Right Time, The Right Place* Available at: <http://www.dhsspsni.gov.uk/donaldsonreport270115.pdf>

¹⁰ Department of Health, Social Services and Public Safety (2009) *Improving the Patient and Client Experience*. Belfast: DHSSPS.

¹¹ Health and Social Care Board. (2016). *eHealth and Care Strategy for Northern Ireland*. Available for download at: <https://www.health-ni.gov.uk/sites/default/files/publications/dhssps/interactive-ehealth-strategy.pdf>

¹² Department of Health (2016) *A Strategy for Children's Palliative and End of Life Care 2016-26*. Belfast DoH

¹³ Department of Health (2016) *A Strategy for Paediatric Healthcare Services provided in Hospitals and in the Community 2016-26*. Belfast DoH

¹⁴ Department of Health (2017) *HSC Leadership Strategy*. Available at: <https://www.health-ni.gov.uk/publications/hsc-collective-leadership-strategy>

issues emerge. NIPEC also continues to actively engage in activities to support the implementation of the *Quality 2020 Strategy* (DHSSPS, 2011b), which can be demonstrated in its work which is both directly and indirectly associated with the aims and objectives of *Quality 2020*. NIPEC has focused on developing its staff in improvement science and quality improvement methodologies in line with the implementation of the Q2020 Attributes Framework (AF). During 2017/18 staff have completed or commenced the following training:

- All NIPEC staff: professional, administration and clerical staff have completed Level 1 Attributes Framework (AF) training (HSC elearning programme (Q2020))
- A Senior Professional Officer completed the Institute for Health Improvement, Improvement Advisor programme (Quality 2020 AF Level 3)
- A Professional Officer commenced South Eastern Trust's Safety Quality and Patient Experience programme (Quality 2020 AF Level 2)
- NIPEC Corporate Services Manager commenced South Eastern Trust's Safety Quality and Patient experience programme (Quality 2020 AF Level 2)
- Two Senior Professional Officers have been selected to join the *Q Community*, an initiative which aims to support continuous improvement in the quality of care for patients.

NIPEC strives to be an outward facing organisation: providing leadership for a positive impact and endeavouring to hold the respect of a wide range of stakeholders within a 'values based' approach. The Health and Social Care (HSC) system is currently undergoing a significant period of transformation and reform, whilst dealing with an uncertain political context and the outworking's of Brexit. At a time of significant change NIPEC remains committed to 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 professional development of nurses and midwives to facilitate the delivery of safe, effective, person-centred, compassionate services. NIPEC's approach to its work reflects the approach outlined in the HSC Collective Leadership Strategy. The strategy describes collective leadership as consisting of four key components:

- Leadership being the responsibility of all
- Shared leadership in and across teams
- Interdependent and collaborative system leadership
- Compassionate leadership.

NIPEC will continue to work within a culture that aims to deliver high quality, continuously improving, compassionate care and support which aims to equip and encourage those working in HSC to deliver continuous improvement.

These on-going drivers will continue to create significant change, not only for services but also for the nursing and midwifery professions. The scale and pace of these changes set within a challenging context remain significant. There is a need to continue to focus on the development of the nursing and midwifery workforce so that practice, education and development can reflect need at individual, community and population level. As a regional enabler, NIPEC is well placed to facilitate and support developments of the professions within the change agenda.

NIPEC's Work in 2017/18

During 2017/18, NIPEC met its corporate responsibilities along with delivering against the strategic priorities and objectives presented in its Corporate Plan 2017- 2021 including:

Practice:

- Continued to support the implementation and evaluation of NMC Revalidation for Nurses and Midwives
- Continued an ambitious implementation programme to embed the Person Centered, Assessment, Care Planning, Evaluation (PACE) nursing care planning approach within a range of service settings across the five HSC Trusts including:
 - Adult in-patient environments
 - Children in-patient environments
 - Type 1 Emergency Departments
- Agreed an academic evaluation approach for PACE for submission to the Research and Development office working collaboratively with the University of Ulster and Queens University Belfast.
- Agreed a first draft of a model to support nursing and midwifery supervision under a single policy framework.
- Completed the core pathway for post-natal care.
- Completed an Impact Measurement of the NIPEC Preceptorship Framework

Education:

- Quality assured a selection of, non-NMC regulated, DOH commissioned education and learning activities.
- Submitted an Annual Report of quality assurance activity to DOH
- Led an initiative to develop a Learning Agreement and Evaluation of Learning on Practice Framework
- Engaged in and continues to collaborate with NMC in relation to the 'Future Nurse' and 'Future Midwife' programme of work
- Led a review of Induction Programmes for Band 5 Nurses and Midwives across the HSC Trusts
- Submitted recommendations to CNMAC Workforce and Education sub group in relation to application and selection processes for pre-registration nursing programmes in Northern Ireland.
- Led a review of the Under Graduate Access to Degree Level Study Accredited Prior Learning (APL) Information Sheet
- Led a review of the role of the Link Nurse in the five HSC Trusts

Professional Development:

- Led work to develop a Professional Framework for Learning Disabilities Nursing
- Supported the development of a KPI for Learning Disabilities Nursing
- On behalf of the UK CNOs produced and launched '*Enabling Professionalism*', a framework to promote professionalism in the context of revalidation and the new NMC Code (2015). Aligned to this programme;
 - Supported the implementation of a communication plan to raise awareness of the *Enabling Professionalism* framework nationally and internationally, including production of resources to assist utility.
 - Supported the first live Twitter Chat on Enabling Professionalism with the UK CNOs, CNO for Ireland and the Chief Executive and Registrar of the NMC with *WeNurses* Published an article in the Nursing Times (March 2018) on *Enabling Professionalism*
- Supported the co-chairs of Quality 2020 Attributes Framework Implementation Group to develop content for Level 2 and Level 3 programmes in order to facilitate implementation of the Attributes Framework within the HSC
- Hosted a range of events to promote high standards of practice, education and professional development among nurses and midwives including NIPEC's annual conference
- *A Career Framework for Specialist Practice Nursing Roles* was developed and will be tested in 2017-2018 through the development of specific core competencies and job descriptions for Adult and Children's Diabetes Nursing, Adult Cancer Nursing, Adult Palliative and End of Life Care Nursing and Tissue Viability Nursing roles.

Advice, Guidance and Information:

- Established a Professional Development Forum for Learning Disabilities Nurses across all settings
- Established a Professional Leadership Forum for Endoscopy Lead Nurses
- Hosted and facilitated a regional forum for senior nurses working in the Independent and Voluntary sector
- Submitted NIPEC's Annual Quality Report in line with the implementation of the *Quality 2020 Strategy* (DHSSPS, 2011b)
- Submitted responses to consultations on a range of emerging strategies and policies, often facilitating practitioner responses from across Northern Ireland including the NMC draft pre-registration Education Standards and the Draft Education Framework
- Provided professional issues information sessions to 3rd year pre-registration nursing students across the HEIs
- Led the production of an annual report for CNO relation to the work of the NI Collaborative – Learning Disabilities Nursing
- Disseminated advice, guidance and information from the NMC relating to revalidation across the system
- Hosted a workshop to support development of a regional framework for delegation of nursing and midwifery care. Nominated delegates from the workshop convened a task and finish group to further develop and test the draft framework
- Facilitated the co-production of programmes to support Levels 2 and 3 of the Q2020 Attributes Framework.

The full range of activities is available on NIPEC's website at www.nipec.hscni.net¹⁵

NIPEC's Work in 2018/19

The Business Plan 2018/19 is aimed at driving and supporting positive change in the delivery of health and social care services for the population of Northern Ireland.

In 2018/19 we will continue to focus our work on our core functions and supporting areas. This is supported by a more detailed work plan for 2018-2019. The following sections provide details of the key actions under each of NIPEC's statutory obligations and the organisations evidence-based prioritisation matrix has been used to prioritise these. Reports on progress against each of the key actions will be submitted on a regular basis to NIPEC's Council.

¹⁵ It should be noted not every objective aligned to our core functions is detailed within NIPEC's key actions, some objectives are implicit within the work of NIPEC and are demonstrated via the Business Plan as a whole.

1. Promote high standards of practice among nurses and midwives

This is an exciting time for nurses and midwives, with increased opportunities to develop practice, in particular to provide more care that is nursing or midwifery-led and is focused on their role within the multi-disciplinary team.

Good health and care outcomes are highly dependent on the professional practice and behaviours of nurses and midwives. Demographic changes, increasing specialisation, new technologies and other advances in healthcare are impacting on the nursing and midwifery workforce. Nurses and midwives must be responsive and have the ability to adapt to new roles and acquire new knowledge and skills in order to meet the needs of patients and clients, supporting and delivering personalised care across a diverse range of settings.

Nurses and midwives play a critical role in improving health outcomes, actively enabling co-production and decision making at all levels of policy making and service provision.

The nursing and midwifery professions want to facilitate, change and improve outcomes for people. They have the clinical innovation to help meet the challenges facing health and social care, supporting improvements in practice to uphold the standards of the professions for the good of the public. These changes are being realised without diminishing the importance of the fundamentals of care and indeed highlight the importance of compassion and caring as central to the distinct roles of every nurse and midwife.

In March 2015 the Nursing and Midwifery Council (NMC), the regulator for nurses and midwives, published and implemented *The Code: Professional standards of practice and behaviour for nurses and midwives*¹. *The Code* provides the professional standards to which nurses and midwives practice and requires nurses and midwives to provide a high standard of practice and care at all times in line with the best available evidence, communicating effectively, working co-operatively, keeping skills and knowledge up to date, working within the limits of competence, keeping clear and accurate records and raising concerns immediately.

NIPEC's Responsibilities

Due to the strategic positioning and breadth of its stakeholder base, NIPEC is well placed to create high quality innovative solutions which aim to support employers as well as nurses and midwives to enhance professional practice and, in turn, facilitate the delivery of safe, effective and person-centred care.

In fulfilling NIPEC's responsibility to promote high standards of practice among nurses and midwives during 2018/19, we will continue to provide strategic leadership and the implementation of a proactive, flexible and responsive work programme. This includes

leading or facilitating regional projects and initiatives and developing, monitoring and reviewing resources to enable improvements in professional practice.

NIPEC also hosts a range of events, including NIPEC's Annual Conference, to support further development of nursing and midwifery practice.

During 2018/19, NIPEC will continue to strive to maximise the impact of its work on the nursing and midwifery workforce by ensuring the effective use of resources, working collaboratively with stakeholders and delivering high quality products and outcomes which are informed by key strategic direction and policy within agreed timescales.

The impact of many of NIPEC's resources will continue to be measured on a quarterly basis, for example, those which support nursing and midwifery supervision and record keeping.



NIPEC will promote High Standards of Practice by:

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

NIPEC’s Priorities 2018 – 2019

Reference Number	Actions	Timescale
1a	<p>Recording Care</p> <p>Continue to develop the Recording Care Project in relation to:</p> <ul style="list-style-type: none"> • Further implementation of the agreed regional approach to person centred care planning • Exploration of the use of a standardised nursing language to support person centred care planning approaches • Support of a regional evaluation of the person centred care planning approach in collaboration with the University of Ulster and Queen’s University Belfast • Explore opportunities for further resources/investment to support expansion of informatics capacity • Ensure the work directly supports and informs the development of the Encompass programme of work • Test the regionally agreed “principles” for nursing and midwifery hand over in various practice settings. 	Ongoing

1a	<p>Nursing and Midwifery Supervision</p> <p>Lead in the Coproduction of a model for Nursing and Midwifery Supervision within a single policy framework for Northern Ireland.</p>	Ongoing
1c	<p>Career pathways</p> <p>General Practice Nursing</p> <ul style="list-style-type: none"> Continue with the development of a career pathway to support General Practice Nursing roles <p>District Nursing Services</p> <ul style="list-style-type: none"> In support of the District Nursing Framework 2017-2020, develop a career pathway for all nursing and HCA roles working within district nursing services. 	<p>Feb 2019</p> <p>To follow on completion of GP nursing pathway</p>

2. Promote high standards of education among nurses and midwives

The NMC requires that nurses and midwives “must have the knowledge, skills and competence for safe practice” (NMC, 2015b, page 18). Safeguarding high-quality nursing care requires nurses who have the skills and knowledge to deliver care which is based on the best available evidence and which is also compassionate and caring. Therefore, high-quality pre-registration nurse education plays a crucial role in ensuring patients and their families receive this high-quality nursing care.

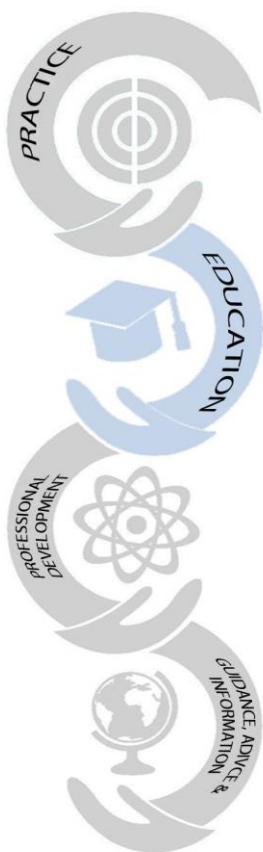
Once qualified, nurses and midwives need to be supported in their role and continue to receive education and development throughout their careers in order to further their knowledge and skills. The HSC relies on nursing and midwifery education to prepare and maintain competent and caring practitioners who demonstrate professional behaviours and values. Education must also promote the advancement of nursing and midwifery practice and research throughout professional careers

NIPEC’s Responsibilities

In fulfilling NIPEC’s responsibility to promote high standards during 2018/19, we will continue to undertake a range of activities to assure standards and influence educational developments, providing leadership to the learning and education activities of the registrant population. NIPEC will continue to maintain strategic alliances with a range of organisations and contribute to relevant education fora at local, national and international levels, for example; the NMC Strategic Professional Advisory Group, the NMC Future Nurse Sponsoring Board the DoH Central Nursing and Midwifery Advisory Committee’s (CNMAC) Sub-Committee for Workforce and Education and the regional Education Commissioning Group (ECG); to ensure it can influence and support the nursing and midwifery workforces to respond to existing and emerging regulatory policy and strategic priorities.

Going forward NIPEC will be instrumental in the translation of the new NMC pre-registration standards for nurse and midwives at a local level and supporting their implementation within the pre-registration nursing programmes.

NIPEC will continue to play a lead role in quality assuring non NMC regulated education activities commissioned by the DOH through the Education Commissioning process for Nurses and Midwives during 2018/19. Each year, NIPEC through the DOH, agrees with the ECG, a sample of education activities for quality assurance monitoring. Monitoring is undertaken in accordance with an agreed framework, *The Quality Assurance Framework for Monitoring Development and Education Activities Commissioned by the DOH (Non-NMC Registered or Recorded)* (2016).



NIPEC will promote High Standards of Education among Nurses and Midwives by:

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

Key actions for 2018/19

Reference Number	Actions	Timescale
2a	<ul style="list-style-type: none"> • Quality Assure non-NMC approved education programmes 	Oct 2018
2b & 2c	<p>NMC Pre-Registration Programmes</p> <ul style="list-style-type: none"> • engage and collaborate with the NMC in relation to the development of the new Future Midwife pre-registration standards • lead a process to embed the outworking of the new NMC Future Nurse pre-registration Nursing standards <p>NMC Education Framework</p> <ul style="list-style-type: none"> • support the development and outworking of the NMC Learning and Assessment Framework (including the Guidance) • support the development of the NMC QA of Education Framework 	Timescales subject to funding from DOH and to NMC Timescales

2b & 2d	<p>Continuous Professional Development (CPD) Framework:</p> <ul style="list-style-type: none"> • Lead the development of a CPD Framework for Nurse and Midwives which: <ul style="list-style-type: none"> – Includes an ‘Education Passport’ system for nurses and midwives – Builds on, and aligned to the current pre-registration NMC “Future Nurse/Midwives” standards – Develop a regionally agreed approach to staff induction for Nursing and Midwifery across the HSC Trusts – Aligns with arrangements for Preceptorship and Supervision for Nurses and Midwives across the system 	<p>May be initiated in 2019/20 (subject to funding and NMC timescales for work associated with the Future Nurse and Future Midwife work streams)</p>
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3. Promote the professional development of nurses and midwives

Professionalism is an essential requirement for all nurses and midwives regardless of where they work and the *Enabling Professionalism Framework (NMC 2017)* developed by the four Chief Nursing Officers of the UK with the NMC, led by NI's CNO and supported by NIPEC clearly informs nurses and midwives of the principles of professionalism which should be demonstrated in their everyday practice.”

The NMC Code requires Nurses and Midwives to keep their knowledge and skills up to date, take part in appropriate and regular learning and professional development activities that aim to maintain and develop competence and improve performance (NMC, 2015 page 17). Adherence to the NMC Code alongside providing evidence for Revalidation (NMC 2016) and now guided by the *Enabling Professionalism Framework (2017)* will support practitioners to ensure the delivery of safe, effective, compassionate and person-centred practice.

One of the crucial aspects of development for the modern practitioner is to have healthy resilience strategies to work in today's complex and challenging health care environment.

NIPEC's Responsibilities

In fulfilling NIPEC's responsibility to promote the professional development of nursing and midwifery during 2018/19, NIPEC continues to engage with its stakeholders to lead and collaborate on the development of a range of resources, which are fit for purpose and easily accessible.

NIPEC is mindful of the persistent economic constraints and continues to focus on the development of web-based resources/activities. These include NIPEC's website, twitter chats, a range of micro-websites, competence assessment tools, career planning website, learning and development and evaluation frameworks.

In addition, our updated online portfolio enables nurses and midwives to keep their professional information up-to-date, and has been enhanced so that it meets the NMC requirements for revalidation.



NIPEC will promote High Standards of Professional Development among Nurses and Midwives by:

- 3a Promoting professionalism within the principles of The Code¹.**
- 3b Leading the development of a range of resources through engagement and collaboration with stakeholders that maintain and develop the professional practice of nurses and midwives aligned to the strategic transformation of services in Northern Ireland.**
- 3c Supporting the development of professional roles of nurses and midwives across all areas of practice.**
- 3d Promoting innovation in professional development activities through digital technology advances.**

Key actions for 2018/19

Reference Number	Actions	Timescale
3a	<p>Professionalism</p> <ul style="list-style-type: none"> • Support the implementation of resources to promote professionalism within Northern Ireland. • Provide advice to support an independent national evaluation programme. 	March 2019
3b	<p>NI Collaborative – Strengthening the Commitment</p> <p>Continue to support the NI Collaborative to progress the Actions within the NI Action Plan (DoH)</p>	To be agreed by CNO
3c	<p>Mental Health Nursing Review</p> <ul style="list-style-type: none"> • Phase 1: preregistration programme as part of the Future Nurse work stream • Phase 2: Post registration (to follow phase 1) • Phase 3: Career pathway will follow phases 1/2 	DoH Timescales to be agreed

4. Provide advice, guidance and information on best practice and matters relating to nursing and midwifery

The NMC requires nurses and midwives to “*make sure that any information or advice given is evidence-based, including information relating to using any healthcare products or services*” (NMC, 2015b). The delivery of safe and effective care within a person-centred culture is the responsibility of all nurses and midwives and their employing organisations. This care must be delivered within an organisational environment that promotes evidence-based practice and utilises effective risk management processes.

NIPEC’s Responsibilities

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 person-centred care and achieves this by adopting a responsive and proactive approach to the requests and needs of key stakeholders, to assist them in addressing current and future challenges. NIPEC’s activities focus on supporting nurses and midwives to remain up to date on major strategic and policy issues through the provision of advice, guidance and information which translates strategic policy for use by nurses and midwives and supports the interpretation and application of legislation, based on best available evidence. Guidance provided by NIPEC also enables nurses and midwives to improve their practice to meet the needs of patients/clients and their carer’s. NIPEC is committed to developing, producing and disseminating evidence-based, quality and accessible information, publications and resources which are available online. One of NIPEC’s main vehicles for communicating to nurses and midwives is its websites:

<http://www.nipec.hscni.net/>

<http://www.nursingandmidwiferycareersni.hscni.net/>

<https://nipecportfolio.hscni.net/>

NIPEC has recently updated its website and applies robust mechanisms to ensure that its website is an effective and easily accessible resource to support the practice, education and professional development of nurses and midwives. The website is continually adapted to ensure that it meets the needs of nurses and midwives in Northern Ireland.

NIPEC has enhanced its engagement with stakeholders further through social media: facebook and twitter and has increased its followers on both platforms. NIPEC Senior Professional Officers engaged in “twitter chats”, e.g, #NIPECengage17, NIPEC online portfolio (11 October 2017) and Recording Care and Encompass (18 October 2017). These were undertaken to raise the awareness of NIPEC resources and to seek views from frontline staff on how best to spread their adoption and implementation. NIPEC will

continue to develop its social media presence to reach a wider audience of registrants and promote its resources.

NIPEC also refined its annual stakeholder engagement event and facilitated roadshows across NI in HSC Trusts venues to which registrants across all settings were invited.



NIPEC will Provide Advice, Guidance and Information on Best Practice and Matters Relating to Nursing and Midwifery by:

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

Key actions for 2018/19

Reference Number	Actions	Timescale
4a	<p>Communication and Engagement</p> <p>Maximise opportunities by:</p> <ul style="list-style-type: none"> • increased engagement with front line staff through stakeholder events • host and engage with Twitter chats on relevant topics in collaboration with key partners • maximising engagement on social media 	Ongoing
4a/4c	<p>Delegation</p> <ul style="list-style-type: none"> • Publish a professional framework for delegation of nursing and midwifery tasks and duties. • Subject to funding, produce a web application to enable accessibility and utility of the framework. • Support testing for services that interface across health and social care • Support the production of a multi-professional governance framework for delegation across integrated care teams. 	Ongoing

4b/2d	<p>Support Resilience Across the nursing and midwifery workforce – Raising Concerns</p> <ul style="list-style-type: none"> • Part 1 Work with stakeholders to agree standardised job roles for band 8a lead nurses and midwives, focusing on professional governance, regulatory, safety and quality requirements, of the role in supporting bed to boardroom assurances • Part 2 Agree and strengthen processes aligned to existing policy and guidance and within extant governance arrangements, which supports nurses and midwives to raise and effectively deal with concerns. 	<p>December 2018</p> <p>Initiate following completion of Phase 1</p>
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5. Governance and Performance

NIPECs Responsibilities

NIPEC will seek to deliver this Business Plan within its revenue and capital approved budget allocations. However, with the Brexit negotiations ongoing this continues to create a period of uncertainty around issues ranging from changes, to regulations, to future funding impact on public services. Therefore, we are acutely aware of our stewardship responsibilities in relation to the range of resources allocated to us and the coordination and planning needed to ensure that the organisation functions within its Revenue Resource Limit (RRL) and Capital Resource Limit (CRL).

Service Level Agreements

A component of NIPEC's efficiency strategy is that a number of core support services have elements of work outsourced to another organisation under Service Level Agreements, and NIPEC has procedures and systems in place to monitor these.

Financial

In order to ensure that NIPEC adheres to best practice for regularity, propriety and value for money, expenditure and income will continue to be closely monitored. Regular reports are submitted to both NIPEC's Audit and Risk Committee and Council.

As a Non-Departmental Public Body, NIPEC is audited during the year by Internal Audit to ensure that appropriate systems and procedures are in place for both financial and governance. At the end of the financial year, NIPEC's Annual Report and Accounts are audited by the External Auditor (Northern Ireland Audit Office).

Human Resources

NIPEC recognises that its workforce is its greatest resource and one they value and wish to continue to involve, engage, empower, develop and support. The contribution of staff is central to the delivery of NIPEC's corporate and business objectives and therefore staff are at the heart of what NIPEC does. Staff engagement events during 2017-18 provided an opportunity to understand the value and diversity of individuals and their contribution to the organisation. NIPEC engages with and supports staff, monitoring individual and team morale and resilience as the organisation moves forward within a financially constrained environment. NIPEC also strives to provide and support a working environment which promotes health and wellbeing. During 2017-18, NIPEC's Health and Social Wellbeing Committee continued to deliver a programme of activities aimed at supporting the health and wellbeing of staff within the workplace.

NIPEC continues to hold its Investors in People accreditation and, as an employer, seeks to engender a strong sense of professional fulfilment amongst its staff by examining opportunities for personal development and secondment opportunities. To ensure that NIPEC meets the challenges it faces as an Non-Departmental Public Body (NDPB) the internal organisational structure is kept under constant review.

One of the major contributing factors to NIPEC achieving its yearly objectives is that Corporate Services staff members are an integral part of NIPEC and the work of its professional officers. Over the years, specific skills have been developed in the areas of:

- *Events management*
- *Marketing and publications*
- *Information services*
- *Website maintenance of the NIPEC main websites and micro sites*
- *Procurement requirements which are specific to NIPEC's activities.*

These skills will ensure continued support for the broader range of professional work undertaken by NIPEC.

Property and Assets

NIPEC as a public body will continue to strive to achieve maximum benefit from both its property and assets and keep under review its Asset Management Plan (AMP) for the period 2017-18 to 2022-23.

Therefore, NIPEC as an NDPB of the DoH supports and is committed to the objectives of the Executive approved Asset Management Strategy to:

- *reduce the net cost of service delivery through the effective use of public assets*
- *promote effective asset management processes that unlocks value.*

As a tenant of Centre House, NIPEC currently operates under a three year lease which will expire on the 30 November 2019.

Information and Communication Technology (ICT)

NIPEC currently maintains and updates three websites including a number of micro sites. The main websites are:

<http://www.nipec.hscni.net/>

<http://www.nursingandmidwiferycareersni.hscni.net/>

<https://nipecportfolio.hscni.net/>

NIPEC's ICT infrastructure facilitates electronic communication with the nursing and midwifery professions and the public, thus facilitating individuals and organisations within and beyond Northern Ireland to access and make use of various resources and information.

A significant proportion of NIPEC's documentation, policies and information regarding the corporate business areas are available on the website and the preferred organisational method of communication continues to be, in the first instance, by electronic means.

Accountability and Monitoring

NIPEC is accountable to the Minister for Health, via its Sponsor Branch in the DoH. NIPEC is monitored by the DoH against the Corporate Plan and Business Plan through regular Sponsor Branch, Ground Clearing, and Accountability Meetings during the year, an Annual Report, Annual Quality Report and other *ad hoc* arrangements.

Equality

This Business Plan will be screened for equality implications as required by Section 75 and Schedule 9 of the NI Act 1998. Equality Commission guidance states that the purpose of screening is to identify those policies which are likely to have a significant impact on equality of opportunity so that greatest resources can be devoted to these. Using the Equality Commission's screening criteria, no significant equality implications have been identified and the Business Plan will not therefore be subject to an equality impact assessment.

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.

Key actions for 2018/19

Reference Number	Actions	Timescale
5A	Continue to maintain a robust governance and accountability framework through the effective management and monitoring of corporate and financial performance. Taking into account DoH requirements and timescales.	31 st Mar 2019
5B	Comply with HSC corporate governance, legislative requirements and best practice through risk management, internal controls systems and external assurance processes.	31 st Mar 2019
5C	Develop a NIPEC Quality Improvement Strategy to support the work of the organisation	31 st Mar 2019
5D	Achieve the financial breakeven target of 0.25% or £20k (whichever is the greater) of revenue allocation by March 2018.	31 st Mar 2019
5E	Continue to ensure that a suitable skills base is maintained in regard to business cases and for capital, external consultancy/ revenue business cases, ensure that they comply with relevant guidance and that submission to DoH is in line with agreed timeframes.	During 2018/19
5F	Produce a Business Plan for 2019 - 2020, taking account of any targets/outcomes set by the DoH.	Mid-Dec 2018
5G	To monitor and maintain staff absence rates below the target of 3.86% (<i>which is a further reduction of 3.5% below the 2017/18 target</i>).	During 2018-19
5H	Following an HSC consultation exercise in 2017-18, publish and commence implementation of NIPEC's Disability and Equality Action Plans 2018-23.	During 2018-19

Reference Number	Actions	Timescale
5I	<p>Ensure compliance with the DoH processes and timescales for the completion of:</p> <p>Mid-year Assurance Statement and End of year Governance Statement.</p> <p>Board Governance Self-assessment Tool</p> <p>NAO Audit Committee Checklist.</p> <p>Sponsor Branch meetings, plus DoH mid-year and end of year accountability review meetings.</p> <p>Asset Management Plan 2018-19 to 2023-24.</p>	<p>31st Mar 2019</p> <p>Aug 2018</p>
5J	Continue to review Information Communication and Technology (ICT) provision, within financial resources, to ensure effectiveness of NIPEC's work, costs to NIPEC and increased efficiency.	During 2018/19
5K	To enhance NIPEC's SLA with the BSO to provide General Data Protection Regulation (GDPR) expert advice when the new legislation comes into effect on the 25 May 2018.	During 2018/19
5L	To ensure that staff are made aware of/trained in the new GDPR legislation and that the organisation makes the appropriate amendments to policies and procedures to reflect the new legislation.	May 2018
5M	To take forward any agreed recommendations arising from the re-accreditation (under the new scheme) of liP in February 2017.	During 2018/19
5N	<p>To achieve the prompt payment targets for the payments of invoices of;</p> <ul style="list-style-type: none"> • 95% for 30 days • 80% for 10 days 	During 2018/19

Abbreviations

ALBs	Arm's Length Bodies
BSO	Business Services Organisation
CNO	Chief Nursing Officer
CNMAC	Central Nursing and Midwifery Advisory Committee
DoH	Department of Health
ECG	Education Commissioning Group
GDPR	General Data Protection Regulation
HSC	Health and Social Care
HSCB	Health and Social Care Board
HSCT	Health and Social Care Trusts
ICT	Information and Communication Technology
ISBN	International Standard Book Number
NDPB	Non-Departmental Public Body
NI	Northern Ireland
NIPEC	Northern Ireland Practice and Education Council for Nursing and Midwifery
NMC	Nursing and Midwifery Council
PGN	Promoting Good Nutrition
PHA	Public Health Agency
PPI	Patient Public Involvement
QA	Quality Assurance



Alternative Formats

NIPEC is committed to making information as accessible as possible and to promoting meaningful engagement with those who use our services.

This document can be made available on request and where reasonably practicable in an alternative format.

Should you wish to request a copy of this document in an alternative format please contact NIPEC.

For further Information, please contact

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