

Nursing Strategy 2013-2015

A World Class Nursing Service at
Hamad Medical Corporation



مؤسسة حمد الطبية
Hamad Medical Corporation

HEALTH • EDUCATION • RESEARCH صحة • تعليم • بحوث



Hanan Al-Kuwari, PhD

Managing Director, HMC

HMC is on track to become a world class health system, providing its patients with consistently high quality care. Our nurses will play a central and expert role in achieving this aim. This Nursing Strategy has been developed at a time when there is great national interest in our healthcare system. Qatar's population is continuing to grow and change and so too is the demand for highly skilled nurses.

As we transform delivery of clinical care, nurses will have the opportunity to perform increasingly specialized roles. They will help lead real change within our organization for the benefit of patients. The passion, commitment and skills of our nurses are crucial to the safe and effective delivery of care. We will incentivize our nurses to take on this challenge by creating opportunities that will empower them in their careers.

It is essential that we continue to sustain and improve standards of clinical practice and education, and to develop nursing research; this Nursing Strategy will support our existing nurses in doing this. However, the strategy goes much further by setting out how HMC will make significant changes to the ways in which we recruit, train, organize, lead and integrate nurses into our hospitals and clinics.

We need to change the way we deliver and organize all of our services here at HMC based on multi-disciplinary team work. Therefore, this strategy is not just relevant to nurses but to the wider teams with which they work. We all joined healthcare to make a difference. We must never underestimate our significance, and nurses must never forget the significant role they can play in improving the patient experience. I am pleased to endorse this strategy and to express my commitment to the achievement of its objectives.



Ann Marie Cannaby, PhD

Executive Director Nursing, HMC

Last year, under the guidance of HMC's nurse leaders and the Executive Management Committee, the groundwork for a strategy designed to transform our nursing service began here at HMC.

We've acknowledged the need to modernize our nursing service through the development of new roles, new ways of working and new ways of delivering education and training and this strategy details our plan. This strategy also reinforces the importance of providing patients with the best possible care. While our healthcare system is changing, the fundamental human need to be cared for with dignity, respect and compassion remains central to improvements.

The pages that follow outline a strategy that has been developed with input from both our nurse leaders and nurses who work on the front lines across our hospitals and clinics. By articulating the link between nursing practice, education, leadership, governance and research, this two-year action plan will accelerate HMC's journey to delivering one of the best nursing services in the world. Underpinned by the values of the Academic Health System and the vision of becoming one of the best nursing services in the world, this strategy is intended to empower and to encourage you. Our goal is that nurses at HMC will be identified as an integral part of the healthcare system.

I'm proud to be part of an organization that recognizes the value of its nurses and the importance of supporting the growth and development of its nursing service. I invite you to familiarize yourself with the contents of this strategy with the view of understanding the important role you will play in revolutionizing how we deliver patient care here at HMC. I'm sincerely excited about working with you over the coming 24-months as we implement our action plan.

In closing, I would like to personally thank those of you who contributed to the development of this strategy and specifically Dr. Nabila Almeer for her visionary work on this initiative.

Our Values*

Academic and Clinical Excellence
Teamwork
Research and Innovation
Social Responsibility
Respect
Professionalism
Patient Safety

Our Mission

To deliver the safest, most effective and compassionate nursing care based on the individualized needs of the patients and their family.

Our Vision

To become one of the best nursing services in the world.

* Adapted from the Academic Health System Strategy



Introduction

This document outlines a strategy and two-year action plan (Appendix 1) which will accelerate Hamad Medical Corporation (HMC) on our journey to delivering one of the best nursing services in the world.

In the context of our nursing development to date, this is a very ambitious program which requires the HMC nursing community to focus on the aim of getting the right staff, in the right structure, and more importantly to be part of the change process.

To create a world class nursing service we need:

- The right staff
- Educated to the right standards
- In the right structure
- Giving the best care
- As part of the Academic Health System

The right staff

HMC's healthcare system is expanding as Qatar's population and its healthcare requirements grow at one of the fastest rates in the world. It is therefore essential that we understand which services we will deliver, and the number of people likely to need them. We will then agree on the categories, skills and numbers of staff that we will need to provide that care.

This growth in healthcare will require large amounts of skilled and qualified nurses so it is vital that we plan comprehensively, with appropriate career ladders, job descriptions and reward packages to attract and retain the best staff.

Patient safety, patient care and the patient experience are central to a high quality therapeutic experience and recovery. HMC's core values are set out in the Academic Health System Strategy. Our code of leadership also sets out behaviours expected of our leaders. We need to enact these every day and will develop a nursing code of expected values and behaviours to ensure that the total patient experience is enhanced.

Qatar's population and its healthcare requirements are growing at world leading rates. It is essential to understand which services we will deliver and the number of patients likely to need these services. Appropriate career ladders, job descriptions and reward packages are required to attract and retain the best nurses.

Educated to the right standards

To ensure that Qatar's population receives the best possible care, it is essential that our nursing staff have access to a comprehensive range of education opportunities. This will help HMC to provide a culture of lifelong learning; this is essential for healthcare professionals to stay continually up to date with the latest evidence-based care.

Two overarching educational improvements are therefore required; firstly, provision of in-service education to accredited standards to ensure that knowledge and skills are translated into practice and that our nurses can thus gain internationally accredited board certification.

Externally we need to:

- Increase sponsorship for nursing undergraduate programs creating locally trained nurses.
- Access advanced courses, such as Masters and PhD programs.

To ensure Qatar's population receives the best possible care, it is essential that nurses have access to a comprehensive range of education programs. Two programs of work are being commenced, one that provides in-service education and training that meets accreditation standards and a second that provides for a range of academic programs with external providers, are proposed.

In the right structure

Evidence demonstrates that integrated clinical leadership results in good nursing services and improved patient care. The right organizational structures are vital to ensure capacity and capability and the support of nurses is integral to clinical and managerial decision making in each clinical environment. These structures will be reviewed in each of our facilities.

It is especially important that leadership is sustainable for the national population. A Qatari nurse leadership program will be implemented to help support the leadership development of Qatari nurses at all levels of the Corporation.

Evidence demonstrates that integrated clinical leadership results in improved patient care. Our leadership and organizational structures are vital to supporting nurses in the clinical environment.

Giving the best care

Nursing services are integral to almost all patient care pathways. However we need to prioritise our efforts. Over the next two years we will focus on national and HMC clinical priorities, including:

- Emergency and intensive care nursing
- Cancer
- Midwifery
- Mental health
- Chronic disease

Between 2013 and 2015 we will focus on providing a sustainable nursing infrastructure, the basis of which is good clinical leadership and the acquisition of knowledge and skills to support patient care.

Measuring the performance of nursing is vital to ensure and improve the quality of care that patients receive. HMC will develop a clinical quality dashboard and nursing indicators will be an essential part of this. This will allow HMC's Executive Management Committee, and the Executive Management teams of each facility, to review and measure aspects of clinical care.

Between 2013 and 2015 HMC will focus on providing a sustainable nursing infrastructure, the basis of which will be good clinical leadership. Our focus will be on the acquisition of knowledge and skills that support quality patient care. Efforts will be prioritized to the areas of emergency and intensive care, cancer, midwifery, mental health and chronic disease.

As part of the Academic Health System

Although nursing is an integral part of HMC's Academic Health System (AHS), currently only a very limited amount of nurse led research is being conducted across HMC. Nurses must therefore become more research-oriented.

A proposal to implement a nursing research infrastructure across the Corporation, including the recruitment of professors and research staff, will be made with the aim of creating a more robust research infra-structure and culture. The proposal will call for the creation of full-time Nursing Professor posts, and associated research teams, focused on areas such as cancer, neurosciences/rehabilitation and metabolic medicine/diabetes. This new infrastructure will be aligned to both the AHS and national health priorities and will strengthen links with all academic partners.

A nursing research infrastructure across HMC is planned to enable and encourage nurses to become more research orientated.

A World Class Nursing Service at HMC (Starting date: April 1, 2013)

	6 months Apr 2013 – Sept 2013	12 months Oct 2013 – Mar 2014
The right staff	<ul style="list-style-type: none"> Agree service model Propose workforce model Agree a campaign of expected nurse behaviors 	<ul style="list-style-type: none"> Agree and fund workforce model Propose appropriate remuneration package Propose recruitment plan
Educated to the right standards	<ul style="list-style-type: none"> Agree internal and external education plans and invite providers to tender for both Agree accreditation reviews Agree Qatari nurse leadership programs 	<ul style="list-style-type: none"> Award provider contracts Start implementing in-house improvements 10% of nurses to have access to training that meets accreditation standards
In the right structure	<ul style="list-style-type: none"> Review nurse leadership and governance structure 	<ul style="list-style-type: none"> Agree new structures for leadership and governance
Giving the best care	<ul style="list-style-type: none"> Receive review of emergency and maternity nursing Agree draft nursing KPIs as part of clinical dashboard Agree Magnet Foundation Improvement (FI) Program Commission and receive intensive care review 	<ul style="list-style-type: none"> Implement emergency, intensive care and maternity nursing action plans Commission mental health and cancer nursing review Ensure Quality Improvement Plans tackle KPIs Review Magnet FI Program
As part of the Academic Health System	<ul style="list-style-type: none"> Propose nursing research leadership infrastructure 	<ul style="list-style-type: none"> Present plan to HMC for approval and funding

18 months Apr 2014 – Sep 2014	24 months Oct 2014 – Mar 2015
<ul style="list-style-type: none"> Agree recruitment plan Agree remuneration packages 	<ul style="list-style-type: none"> Full implementation of workforce model, recruitment plan and recruitment package Review nurse behaviors
<ul style="list-style-type: none"> 30% of nurses to have access to education that meets accreditation standards 5% increase in sponsorship for nursing degrees 	<ul style="list-style-type: none"> 50% of nurses to have access to education that meets accreditation standards 10% increase in sponsorship for nursing degrees
<ul style="list-style-type: none"> Implement new structures 	<ul style="list-style-type: none"> Review new structures
<ul style="list-style-type: none"> Receive mental health and cancer nursing reviews and agree action plans Commission review of diabetic nursing 	<ul style="list-style-type: none"> Review progress for high priority services (maternity, emergency and intensive care) Review monitoring framework Decision on Magnet application Implement mental health and cancer action plans Receive review of diabetic nursing
<ul style="list-style-type: none"> Plan recruitment of agreed posts 	<ul style="list-style-type: none"> Implementation of research structure

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