

Nursing and Midwifery Strategy

2019 – 2022

Executive Summary



Devoting our talent and resources to deliver better health and excellence in care for the people of Qatar

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Introduction

HE Dr. Hanan Mohamed Al Kuwari

Minister of Public Health

Managing Director of Hamad Medical Corporation

I have had many opportunities to witness the huge impact that nurses and midwives have on the delivery of care across a wide range of settings, which has given me an immense respect for the commitment they bring to this noble profession.

Nurses and midwives are central to the services of all healthcare organizations, and they play an essential role in contributing to the patient and family/caregiver experience. These professions continue to evolve globally to meet the growing needs and expectations of patients and the healthcare systems designed to care for them, making it both an exciting and a challenging time to be part of the caring professions.

Qatar takes great pride in the growing professionalism of its nursing and midwifery workforce; our stringent licensing requirements have meant that our nurses and midwives are among the best-qualified healthcare professionals in the region, able to make better informed and more qualified decisions.

Our nursing and midwifery workforce across Qatar, and especially at HMC, is one of the most diverse of any healthcare system in the world. Each individual brings with them a range of perspectives, experiences and knowledge that enriches their field and caters to the diverse population they care for. I am pleased to note how both these professions play an integral role within multi-disciplinary care teams that help to deliver safer and more efficient high-quality care.

We are entering an exciting era for nurses and midwives and our next generation of highly qualified professionals will play an ever more vital role in Qatar's healthcare system. From having more autonomy and responsibility at the front-line and patient bedside, to taking on senior leadership roles within healthcare facilities, to driving policy development; the nurse leaders of tomorrow will be the architects of policy decisions that impact on patient care and the future development of HMC.

The Nursing and Midwifery Strategy 2018-2022 will contribute significantly to the plans and objectives set out by Qatar's National Health Strategy 2018-2022 and HMC's strategic plans. The strategy reflects a global shift in thinking by focusing on seven priority population groups and aims to shape services around people, patients and their families and change the way the health system works, moving from focusing on treating the symptoms of disease to helping people stay healthy. A strong, passionate and highly skilled

nursing and midwifery workforce will play a major role in achieving the National Health Strategy's ambitious aims.

HMC's commitment to helping drive the evolution of nursing and midwifery in Qatar is underpinned by the continuation of the Nursing and Midwifery Strategy. This Strategy delivers a clear roadmap for HMC to build on the strong foundations already set in place for the delivery of safe, patient-centered care. But it will only succeed with your support and contribution.

I applaud each and every nurse and midwife working across HMC, and the wider health system in Qatar, for the professionalism and dedication you bring to your work every day. You are helping to make a difference in patient care and your effort is essential to ensuring that we will continue to have a healthcare system that we can all be proud of.

I look forward to seeing the positive impact of this strategy, not only for our patients, their families and caregivers, but on each of you and your colleagues working here in Qatar, and our healthcare system at large.



Foreword



Dr. Nicola Ryley
Chief Nursing Officer, HMC

Dear colleagues,

I am delighted to introduce the HMC Nursing and Midwifery Strategy 2019 – 2022. This strategy is aimed at all our nursing and midwifery staff and provides direction for future progress as we build on the achievements made in recent years.

The role of nurses and midwives in the delivery of healthcare services cannot be overstated. They are involved throughout all stages of our patients' care and spend more time with our patients than any other member of the healthcare team. A strong nursing and midwifery workforce is essential if we are to continue providing safe, effective, and compassionate care to all of our patients.

I am proud of our nursing and midwifery workforce; our workforce has grown at a rapid pace over the past decade. We have seen an increase of 12% in our nursing and midwifery staff between 2016 and 2018. We expect this growth to continue as we look to meet the ever-increasing demand for services and to provide appropriate nursing and midwifery staff to manage our newly expanded facilities.

We have a steadily growing workforce that reflects the expansion in our services but is also grounded on efficiency-based workforce models. Consequently, we are working to enhance the nursing and midwifery structure to include a wider skills mix to ensure safer and more effective care. From developing Advanced Nurse Practitioners who have internationally accredited qualifications, to ensuring our nurses receive the support from ancillary staff, such as Patient Care Assistants, to enable them to work more efficiently.

Career innovation is equally important in our aspiration to develop the professional roles of each nurse and midwife at HMC. We are restructuring our training and education to focus on ensuring more targeted training and coaching of staff that supports their career progression.

Our aim is to develop an educational framework to underpin the nursing and midwifery career framework. In strategic alignment with this commitment is the goal to encourage Qatari nursing and midwifery staff development and ensure more leadership positions are filled with well-qualified and experienced Qatari nationals.

Whether someone has been working at HMC for many years and will benefit from upskilling, or they have joined the team recently and need to ensure they are up to speed with our approved policies and procedures – we want to help everyone be the best they can in their area of work.

While we expect a lot from our nurses and midwives every day across the system, we value their skills, dedication, and contribution. Consequently, we are committed to



developing a nursing and midwifery work environment that will see HMC remain the employer of choice. We will do this in alignment with our key focus areas that include Practice, Workforce, Leadership, and Innovation.

- We will strengthen our efforts to foster excellence in clinical practice through empowering and enabling nurses and midwives to practice to the level to which they are educated and licensed.
- We will research and develop strategies aimed at improving a healthy work environment and implementing nurse-led workplace improvements, underpinned by evidence-based leadership models.
- We will grow our efforts to build a culture of learning and education for nursing and midwifery at HMC, which will be achieved by working with internal and external partners to provide ongoing education to develop professional skills and expertise.
- We are committed to developing innovative programs that will assist our teams in delivering better care in complex work environments. This includes technical innovation designed to improve communication between multi-disciplinary teams. We also plan to introduce solutions that will enable staff to have easier access to their professional development portfolio with easier oversight of their personal pathway towards achieving professional relicensing.

I am proud of the advances we have made in recent years and look forward with confidence to what can be achieved under the direction of this new HMC Nursing and Midwifery Strategy. Many people from across HMC involved in the delivery of nursing and midwifery care contributed to the strategy's development, and I am immensely grateful for their valued contribution.

However, merely having a vision and a strategy are not enough – we need to strengthen interprofessional relationships, and this means working more collaboratively at every level with physicians and allied health professionals.

Above all, you will be acting as your patients' advocate and therefore, every single one of you will be instrumental, each and every day, in ensuring the success of our strategy permeates throughout the organization and the communities we serve.

It is a privilege to lead the nurses and midwives of HMC and I am delighted to be part of such a professional, committed, and enthusiastic team. I know that together we can meet the challenges of the years ahead and ensure the best possible healthcare outcomes for Qatar.

A word cloud of strategic planning terms. The most prominent word is "Mission" in a large, bold, blue font. Other significant words include "Vision" in white, "Values" in white, "Objectives" in grey, "Strategic Priority" in blue, "Action Plan" in blue, and "Strategic Goals" in green. Smaller words like "Action Plan", "Values", "Mission", "Vision", "Strategic Priority", and "Objectives" are scattered throughout the cloud. The background is white with a blue gradient at the bottom.

Executive Summary

Recent achievements in nursing and midwifery at HMC

Nurses and midwives form the largest professional workforce within our healthcare system and, as such, play an instrumental role in defining the care and services provided to our patients and their families. The workforce is very diverse, which mirrors the equally diverse patient population group. This is immensely beneficial in providing to care to patients in a language they are more comfortable with and where language can otherwise be a barrier to treatment optimization.

- We have 10,500 nurses and midwives working across HMC's hospitals, clinics, homecare, and residential services (2018).
- There has been a 12% increase in nursing staff from 2016–2018, and this has enabled HMC to meet increased demand for healthcare services (for instance, this has facilitated a 17% increase in outpatient activity).
- Many staff have been working at HMC for a decade or longer, which is a testimony to the long-term relationships that have been established on a very personal level between the organization and the individuals who help deliver the care.
- Our nurses and midwives are highly trained clinicians, with over 70% being university graduates. Most of HMC's nursing and midwifery leaders hold advanced qualifications, such as a Master of Science in Nursing; and advanced academic qualifications are a requirement for senior career progression.
- We have a steady and growing number of Qatari nurses and early half of all the nursing and midwifery executive leadership positions at HMC are held by Qatari nationals. HMC's leadership team is committed to helping more nationals develop the right skills and experience to take on leading roles in the organization.
- Nursing and midwifery education is promoted at every level and all major specialties. This is evidenced by the 122 courses that were conducted throughout 2017, which yielded 12,262 Continuous Professional Development (CPD) hours accredited from the Qatar Council for Healthcare Practitioners (QCHP).
- We partnered with WISH in March 2018 to establish Nursing Now Qatar – this supports our ongoing efforts to raise the standards of nursing and midwifery care. Nursing Now Qatar is the Qatar chapter of a global campaign that aims to improve healthcare by raising the profile and status of nurses worldwide and supporting nurses to lead, learn, and build a global movement. The Qatar chapter is the first in the region.
- The enthusiasm and professionalism our team exhibit daily in their roles is what makes HMC a special and unique place to work.



Executive Summary

The approach underpinning our strategy



Whether as a patient or a member of staff, we all want to be treated with dignity, respect, sensitivity, and compassion. The way we work and interact, professionally and personally, helps to shape the environment for both patients and colleagues and this can have a real impact on the patient experience.



1	Putting the patient at the center of everything we do	Our professional practice will be focused on the patient and their needs. In everything we do we will always consider three key questions: What am I doing?, Why am I doing it?, and Who am I doing it for?
2	Designing and delivering services that meet patient needs	Our services will meet the needs of the individual patient, the communities and the wider health population groups.
3	Working with patients to achieve the best outcomes	We will work with patients to ensure their care is right for them and wherever possible, we will engage patients and their families in more effectively managing their conditions.
4	Incorporating the principles of best value in our care	We will make our care and services flexible as well as responsive to patient needs. We will work with each other and colleagues to ensure quality is paramount. We will reduce duplication and focus on doing things once and doing them right.

Executive Summary

Key challenges

A very diverse workforce



A challenge in our aim to offer high quality standardized care across the organization.

Change in Qatar's population healthcare needs



The scope of practice for nurses and midwives needs to evolve accordingly.

Limited availability (locally and regionally) of nurses with the specialized skills.

Lack of available nurses



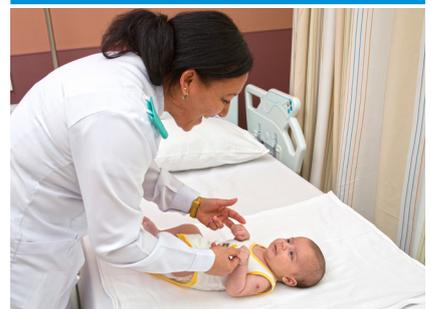
International shortfall in the availability of registered nurses has resulted in a highly competitive market for this limited resource.

Diverse patient group



The diverse range of patients and levels of healthcare literacy can be challenging when trying to deliver a consistent approach to care delivery.

Population growth



The exponential population growth has put a strain on the existing workforce and although staff recruitment is ongoing, this will not cover the short-term shortfall.

Executive Summary

Strategic goals



Deliver high-quality, evidence-based, patient-centered and compassionate care



Develop an educational framework to underpin the nursing and midwifery career framework



Encourage Qatari nursing and midwifery staff development



Establish Nursing and Midwifery governance structures which contribute to clinical and managerial decision making



Restructure education and training provision



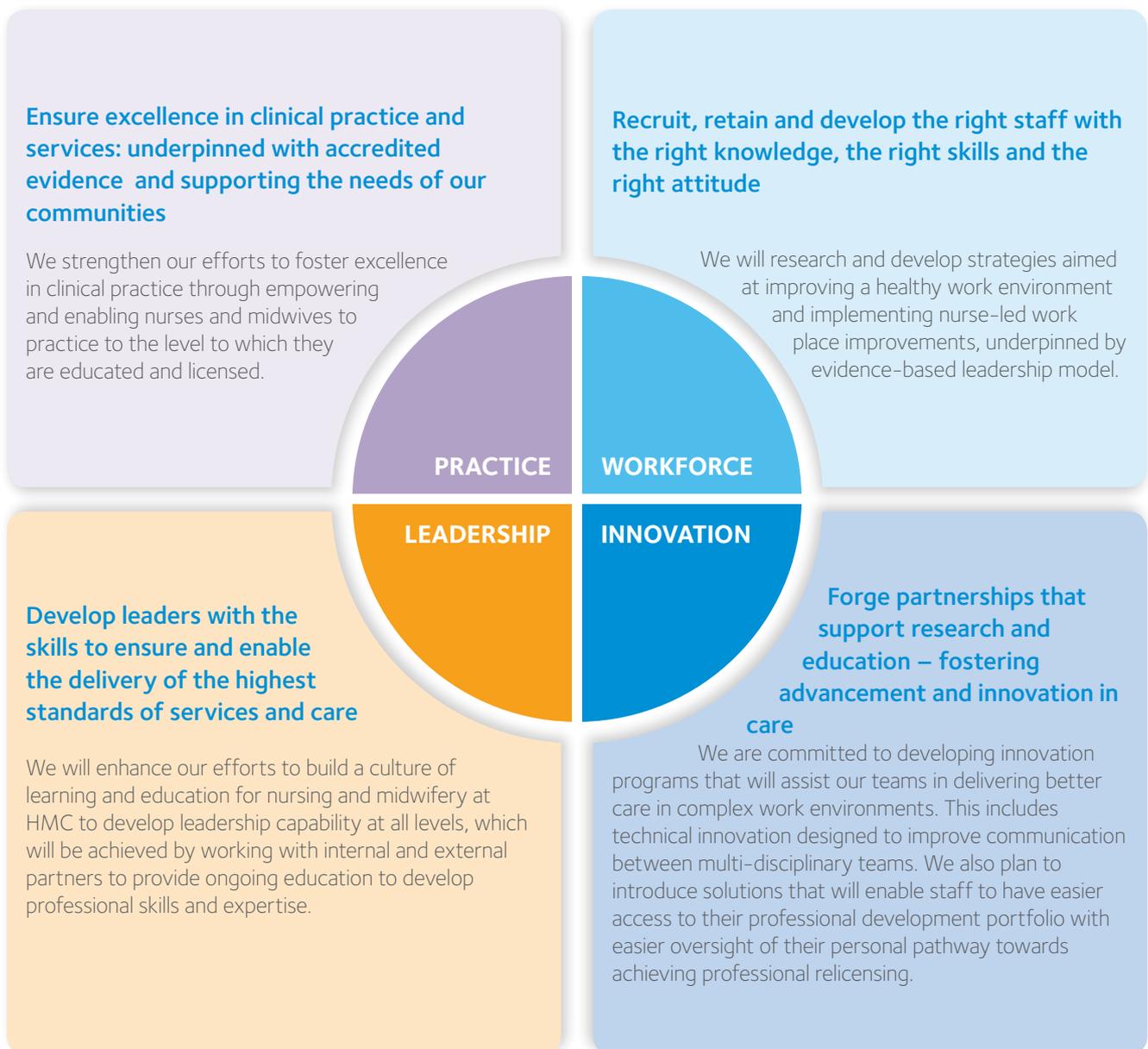
Ensure the translation of evidence into practice based on a culture of research and innovation



Executive Summary

Our four key priorities

Our philosophy is to deliver interprofessional, multi-disciplinary and evidence-based care that is compassionate and person-centered. This philosophy is supported by the values that apply to every member of the team and our nursing and midwifery practice. We are committed to developing the nursing and midwifery work environment that will see HMC remain the employer of choice. We will do this in alignment with our key focus areas that include Practice, Workforce, Leadership, and Innovation.



Executive Summary

What will this mean for nursing in HMC?

In summary, we have adopted an approach that will see the concentration of efforts in three core areas, including general nursing, advanced nursing and nursing leadership.

General Nursing

Amongst the highest skilled nurse workforce in the world, each with their own personalized training and development plan

Advanced Nursing

New roles with specialized skills, helping to deliver our model of care and provide greater support to medics and more access to faster care for patients

Nurse Leadership

Support more Qatari nationals to attain the necessary skills for leadership roles in nursing, helping to ensure our approach is sustainable well into the future

- Supports continuous improvement in patient care
- Helps to retain and attract nursing staff to HMC
- Ensures that every nurse feels valued by HMC – strengthening their commitment to delivering the best care

- Can support significant improvements in access to care
- Will help to ensure that clinical teams can deliver more improvements in care in the future
- Will attract more senior nurses to work in HMC in the future

- Will help to attract more nationals into nursing roles going forward
- Supports our approach to be sustainable in the future

About HMC Nursing and Midwifery

As of mid-2018 HMC had over 10,000 nurses and midwives working across its hospitals, clinics, homecare, and residential services, and they are among the most important and trusted members of the patient care team.

Many staff have remained working at HMC for a decade or longer, which is a testimony to the long-term relationships that have been established on a very personal level between the organization and the individuals who help deliver the care.

Our nurses and midwives are highly trained clinicians, with over 70% being university graduates. Most of HMC's nursing and midwifery leaders hold advanced qualifications, such as a Master of Science in Nursing; and advanced academic qualifications are a requirement for senior career progression.

Nearly half of all the nursing and midwifery executive leadership positions at HMC are held by Qatari nationals and HMC's leadership team is committed to helping more nationals develop the right skills and experience to take on leading roles in the organization.

Nursing and midwifery education is promoted at every level and all major specialties. This is evidenced by the 122 courses that were conducted throughout 2017, which yielded 12,262 Continuous Professional Development (CPD) hours accredited from the Qatar Council for Healthcare Practitioners (QCHP).

In support of the ongoing efforts to raise the standards of nursing and midwifery care at HMC and the public profile of nursing in Qatar, HMC entered into a partnership with the World Innovation Summit for Health (WISH) in March 2018 to establish Nursing Now Qatar. Nursing Now Qatar is the Qatar chapter of a global campaign that aims to improve healthcare by raising the profile and status of nurses worldwide and supporting nurses to lead, learn, and build a global movement. The Qatar chapter is the first in the region.



Our mission

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

Our vision

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

Our Values

Our values comprise:

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

Strategy Overview

Nurses and midwives form the largest professional workforce within our healthcare system and, as such, play an instrumental role in defining the care and services provided to our patients and their families. The workforce is very diverse, which mirrors the equally diverse patient population group. This is immensely beneficial in providing to care to patients in a language they are more comfortable with and where language can otherwise be a barrier to treatment optimization.

Our Nursing and Midwifery Strategy 2019-2022 supports the principles, aims, priorities and goals of the National Health Strategy 2018-2022 – Our Health, Our Future and the Qatar National Vision 2030. It underpins our contributions to improving the health and well-being of, and patient care provided to, the people and communities of Qatar.

As we build on the achievements of our previous strategies, we must recognize that the health needs of our communities are changing, bringing significant challenges for both health professionals and the populations we serve. To meet these challenges and to make the most of the opportunities they will present, our Nursing and Midwifery Strategy must be refocused.

As professions, nursing and midwifery have long traditions of leading change across health services, demonstrating a passion for leadership and innovation to drive quality and performance improvements. Strong nurse and midwife leaders are able to make positive, tangible changes to the delivery of care. It is evident that these traits, which have been amply demonstrated throughout HMC, have generated interprofessional respect and facilitated greater collaboration. These are important traits as they play such a significant role in shaping patient care delivery and consequently have a major impact on patient experience.

Whilst the core professional aims of nursing and midwifery will remain constant, there are areas in which we will be required to explore new ways of working. This will require the addition of new skills, new roles, new structures and even new thinking. Nursing care is integral to the model of care we aspire to at HMC and one that is supported by the Ministry of Public Health (MoPH). Our evolving nursing model helps to support our vision of promoting preventative care through supporting patient education and encouraging more care in the community.

Until now we have operated in a very medically-led work environment that was defined by strictly enforced professional roles, which often operated in silos. Hence in the majority of cases our physicians deliver many of the services that can be provided by experienced nursing or midwifery practitioners. This is the case in countries such as the UK, US and Australia, where professional nursing and midwifery have evolved and contributed to the evidence of significant benefits.

There is a considerable body of evidence endorsing the positive impacts of specialist nursing care on patient outcomes. This suggests that adequate numbers of highly educated trained nurses can reduce the risk of patient mortality, can produce health outcomes that are equivalent to those of doctors for patients with a range of chronic health problems, and can enhance patient satisfaction.



Over the next 12 to 18 months we will work with different stakeholders to update our career development framework. This will facilitate the capability and competency development of staff and ensure we maintain a commitment to high professional standards and ethics. Our framework will assist in benchmarking existing roles, while informing staff about their career progression opportunities. It is guiding our efforts to develop and implement new roles and new ways of working that will help modernize the HMC nursing and midwifery workforce to meet the future needs of the State of Qatar.

As part of our efforts to develop new roles and new ways of working, we are continuing to promote Advanced Nurse Practitioner (ANP) roles that will strengthen our capacity and capability to provide more preventative care. Ultimately this approach will support the delivery of more advanced care in the community. These specially trained nurses and midwives will have greater autonomy to assess and treat patients and their efforts will help shift some of the burden of demand from our busy hospitals.



A definition of Advanced Nursing Practice

The term advanced nursing practice covers a multitude of roles and job titles and advanced practice roles exist in numerous specialist acute and primary care settings globally. Advanced practice encompasses autonomous working within an expanded scope of clinical practice which applies highly developed knowledge and clinical reasoning skills. Consequently, it should be viewed as a 'level of practice' as opposed to a specific role and is not exclusively characterized by the clinical domain. (NHS Wales, 2011)

The introduction of the Clinical Nurse Specialists (CNS) program several years ago has not gained as much momentum in general nursing as initially hoped. While we have some CNS working effectively in specific areas such as stroke, ICU, wound care and pain control, the main success to date has been in cancer care, where they have considerably improved the patient pathway and communication. A key reason for this has been the support from strategic stakeholders and senior managers, which have helped gain more physician acceptance.

Our aim is to ensure that the Advanced Nurse Practitioner qualifications available locally are in line with international professional education standards and meet the complex needs of our high functioning system. Our goal is to establish these highly skilled roles and for them to be recognized as important professional practitioners in multidisciplinary team working independently yet collaboratively alongside physicians and other clinicians. The expansion of these roles will be linked to a more effective internship program and supported by a new governance model.



Peer reviewed literature has shown that where nurse-led initiative have been allowed to flourish and given the support of management and physician colleagues, the results have regularly proved positive.



We are planning to implement a new automated system to help staff have easier oversight of their individual professional development achievements and to identify what additional education they need to achieve relicensing in Qatar.

Additionally, we are working closely with the Qatar Council of Healthcare Professionals (QCHP) team to develop technology that will deliver an auto feed of relevant information to each nurse and midwife licensed in Qatar. This will be aligned with our aim of having personalized continuous professional development plans and will help each nurse and midwife enhance their skills and develop their competency in the area they are working, which will enable them to deliver better care.

In line with the commitment to Qatarize key roles across HMC, we are working closely with a group of Qatari nurses and midwives who are advancing their career through achieving appropriate qualifications. This includes academic qualifications as well as relevant practical experience and professional leadership skills. Our aim is to expand the number of national staff year on year who elect to work in this field. We want more young Qatari men and women to choose nursing as a career they and their families are proud of and where they feel they will make a difference to the health of the country.

We have a steadily growing number of Qatari nurses and midwives practicing at HMC, and have a strategic goal to expand this number each year. We have many more Qatari healthcare professionals who have completed their nurse training but have moved into other fields of practice. While they are using their training in different areas, such as

quality improvement, infection control, education, policy development etc., our aim is to encourage and support those who have completed their nursing and midwifery education to continue working in this great profession.

Our philosophy is to deliver interprofessional, multi-disciplinary and evidence-based care that is compassionate and person-centered. This philosophy captures what we seek to achieve, and is supported by the values that apply to each and every one of us and our nursing and midwifery practice.

This document articulates the link between nursing and midwifery practice, education, leadership, governance and research. It outlines the refreshed strategy and four-year action plan from 2019 to 2022 (Appendix II) designed to support our continued journey towards delivering excellence in nursing and midwifery care.



This strategy is designed to ensure that we safeguard and promote a supportive culture, where learning and development continue to contribute to a knowledgeable and dynamic workforce, that is effectively supported by strong and visible leadership at all levels and across the system.



Transforming nursing to deliver safe, effective and harm-free care

With this framework, we aim to provide a positive experience of care to our patients, to colleagues and partners we interact with in multidisciplinary settings, and also to our colleagues who we work with on a daily basis.

The Nursing and Midwifery Strategy 2019 – 2022 represents the continuation of a robust and effective framework for the ongoing development of HMC's nursing and midwifery services. It builds on the previous strategies and the areas that have been refreshed reflect the involvement and participation of a large percentage of the nursing and midwifery workforce who were engaged in widespread consultation.

The strategy includes a four-year action plan designed to deliver tangible and sustainable performance improvements. It will help us deliver care which is free from avoidable harm and is underpinned by evidence, research and best practice, with measurable outcomes ensuring we do the right thing at the right time.

This strategy acknowledges the challenges that may be faced over the coming years and details what we need to achieve to fulfill our mission. It emphasizes how we will approach our work and what we must do to succeed. Moreover, it sets out goals predicated on strategic efforts in four priority focus areas:

1. **PRACTICE:** we aim to foster excellence in clinical practice based on professional, internationally recognized and accredited evidence-based practice.
2. **WORKFORCE:** we plan to build and strengthen the right workforce, with the right qualifications, and engage in effective retention practices to harness the experience and expertise that exists in HMC now and into the future.
3. **LEADERSHIP:** we plan to develop sustainable and empowered work environments for nurses and midwives alongside nurturing the next generation of nursing and midwifery leaders, with a strategic focus on promoting meritocratic Qatari leadership opportunities.
4. **INNOVATION:** we plan to foster academic health partnerships that support innovation underpinned by effective research to provide optimal patient care and experience.

We will do this by:

- Continuing to work in and support an environment of continual learning and development, where we demonstrate our commitment to continuous quality improvement, learning from new experiences and accredited sources of evidence and contributing to that evidence.
- Ensuring that our patients and families remain our primary concern and that we work in partnership with key individuals, communities and the public to influence improved healthcare and health outcomes.
- Ensuring that we maximize the use of everyone's talents and skills while working collaboratively with other professionals and organizations, as well as patients and the communities we serve.
- Having the necessary professional skills while being flexible, being accountable for our performance and always striving to work effectively and efficiently to provide safe, accessible and equitable care



With the support of our dedicated nurses and midwives we will implement this strategy to continue to build on our past successes, raise the profile of this profession, and ensure that the care we provide is what we would expect for our family, friends and loved ones.



Challenges and Opportunities

The State of Qatar has a cosmopolitan population with a wide range of health needs that, in line with global trends, are changing. As our populations' health needs change, we will need new and additional skills and to develop, design and deliver services that are flexible and responsive.

Some of the challenges we aim to overcome with this strategy include:

Challenges	What we can do
<p>We have a very diverse workforce, with many of our nurses and midwives coming from different countries, with different education, skills and experience. While this adds to the rich cultural diversity of our workforce, which is hugely beneficial for the varied patient base we care for, it can also be a challenge in our aim to offer high quality standardized care across the organization.</p>	<p>Our nurses and midwives will require continuous professional development to ensure their knowledge and skills are up to date with current practice.</p> <p>Further development of our workforce will be needed so that nurses and midwives have not only the knowledge and skills but also can demonstrate the understanding, attitude and behavior necessary to deliver flexible, responsive services.</p> <p>Leadership training at all appropriate levels is integral to quality and performance improvement and will support raising the profile of the profession in Qatar.</p>
<p>The change in Qatar's population's healthcare needs has meant that the scope of practice for nurses and midwives needed to evolve accordingly. In order for nurses and midwives to be able to take on new and complex roles where they can make more complex clinical decisions, the skills mix, education and training needed to be reviewed to support the evolution in care practices.</p> <p>Currently there is a limited availability (locally and regionally) of nurses with the specialized skills required to underpin Qatar's National Health Strategy</p>	<p>Newly styled services will require new roles and there will be a need for an expansion in areas, such as Advanced and Specialist Nurses working collaboratively with other health professionals, to achieve better use of resources and better outcomes for patients.</p> <p>Through improving the staff skills mix, reduced non-nursing activity (through introduction of patient care assistants), improving the skills of existing staff and modernizing service delivery we will improve patient outcomes, performance and staff satisfaction.</p>
<p>International shortfall in the availability of registered nurses has resulted in a competitive market for this limited resource and HMC (and Qatar) has to compete with other regional employers for new nursing and midwifery recruits.</p>	<p>HMC is committed to investing in the training and education of its nurses and midwives, which has led to the delivery of more than 122 educational courses in 2017, offering 12,262 CPD hours. This commitment needs to be highlighted in order to promote HMC as an attractive employer.</p> <p>Improved recruitment potential includes encouraging more local recruitment, offering part-time flexible hours and establishing a centralized nurse bank to draw from and thereby raise efficiency.</p>



Challenges	What we can do
<p>Previously only a limited amount of validated data was available for operational performance reviews and to support quality improvement programs. Only few members of staff had any knowledge of quality improvement methodology and how to implement practical improvement programs.</p> <p>New approaches to the way we deliver some of our services will need to make the best use of technology, resources and innovative care pathways.</p>	<p>There is a huge ongoing focus on providing education in quality improvement methodology and many nursing and midwifery staff have participated in educational programs. Nurses are key to strategic improvement programs across the Corporation, such as sepsis and VTE.</p> <p>The growing implementation of Cerner based processes and resultant access to data has enabled the establishment of a quality improvement dashboard. This dashboard was introduced in early 2018 and is being used by nursing and midwifery leaders to help benchmark and guide performance improvements over the coming years.</p>
<p>The diverse range of patients and levels of healthcare literacy can be challenging when trying to deliver a consistent approach to care delivery.</p>	<p>Not only will there be the need to provide care directly but also the need to educate and empower patients to be better informed so as to help them take their share of responsibility for managing their own health condition at home – preventing readmission to hospital.</p>
<p>Traditionally healthcare delivery was very medically led, with nurses providing an important but less autonomous role within the care team. However, best practice evidence has shown that well qualified nurses and midwives, who are part of an effective multidisciplinary care team, are instrumental in improving patient care outcomes.</p>	<p>Our leaders, at all levels, must have the knowledge, skills, experience and approach to direct and support those they lead – and also to be reflective of the communities we serve. A concerted effort is underway to ensure nurses and midwives have outstanding leadership skills through ongoing educational and mentorship programs.</p>
<p>The exponential population growth has put a strain on the existing workforce and although staff recruitment is ongoing, this will not cover the short-term shortfall.</p>	<p>Finite resources mean that we will need to ensure that we always get the best value from everything that we do – cutting waste and duplication of effort. Performance improvement programs are ongoing throughout the Corporation and nursing and midwifery leaders are involved in operational performance improvement efforts. Alongside these efforts, the close collaboration with the HR department has led to the acceleration of recruitment and onboarding processes.</p>

Our Strategic Goals

Our strategic goals within this plan provide a framework for us to prioritize implementation, measure progress and assess outcomes.

We will:

- Deliver high-quality, evidence-based, patient-centered and compassionate care to patients and their families.
- Provide a world-class quality, safe nursing service through workforce development and planning
- Encourage Qatari nursing and midwifery staff development in accordance with HMC's compliance with the national strategy of developing a competent Qatari workforce through education and training
- Restructure education and training provision, to provide greater assurances for the delivery of safe, effective, patient-centered care, through the establishment of facility based education teams, providing assurances and accountability to a centralized Nursing and Midwifery education department
- Develop an educational framework to underpin the nursing and midwifery career framework.
- Review and revise education provisions, ensuring the development of educational activities which align with HMC need and the national health strategy
- Establish Nursing and Midwifery governance structures which contribute to clinical and managerial decision making.
- Ensure the translation of evidence into practice based on a culture of research and innovation

It is our collective responsibility to ensure that everyone who is working with patients is both safe and competent to do so.



Strategic Quality Aims



Person Centered Care - to deliver mutually beneficial partnerships between patients, their families and healthcare providers, respecting individual needs and values while demonstrating compassion, shared decision making, continuity of service and ensuring clear communication



Safe Care - working towards achieving zero avoidable harm or injury to patients while delivering safe and appropriate healthcare in a suitable and professional environment.



Effective Care - aiming to deliver the most appropriate diagnoses, treatments, interventions, support and services, at the right time and in the right place; while aiming to eliminate wasteful or harmful variation across the system.

Effective leadership is critical for improving the quality and safety of patient care while balancing the increased demands for cost effectiveness – it requires a shared vision, accountable governance and practical staff empowerment.

