

Galway and Roscommon University Hospitals Group



**Nursing and Midwifery Strategy
2013 - 2018**





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FOREWORD

In setting out the ambitious and challenging standards to be reached over the next five years, the Groups Nursing and Midwifery Strategy is based on solid foundations. In essence delivering the Nursing and Midwifery Strategy is all about empowering people - our staff, the patients and their relatives and carers.

Improving engagement with our staff which is supported through the new Group structure will ensure that people remain at the heart of everything we do.

This strategy has been developed by our Senior Nursing Group and has identified 4 key objectives. These objectives drive the deliverance of high quality and safe nursing care to all our patients and their carers. The strategy is underpinned by Governance Frameworks and National Standards for Safer Better Healthcare to ensure safe and effective practice.

The key to the implementation of this strategy is the engagement of nursing and midwifery within and across the clinical directorates of the Group. This nursing and midwifery strategy will be integrated into the overall Group strategy and will support the development and innovation of our Nurses and Midwives in the Group with our service plans to improve the experience for the users and carers of our service.

Our aim is to have the best trained, most flexible, dedicated nursing workforce across the Group and to be the employer of choice in the West.

The fundamentals of Nursing and Midwifery Care is at the forefront of our work, to ensure that compassion, kindness and professionalism exist at every level of our profession.

We are proud to launch this plan and deliver on exemplar care.

Colette Cowan,
Group Director of Nursing and Midwifery,
Galway & Roscommon University Hospitals Group.

GLOSSARY OF TERMS

Governance Level

Group Board of Directors consisting of Chairperson, Executive and Non-Executive Directors

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Governance Level

Group Board of Directors consisting of Chairperson, Executive and Non-Executive Directors

Management Level

Executive Council

Group Management Team

Directors of Nursing and Midwifery Professional Council

Directors and Assistant Directors Strategic Forum

Group Clinical Directorates

Practice Level

Professional Practise Committee

Quality Forum

Specialist Forums

Multidisciplinary Teams

Each Individual Practising Nurse/Midwife



Leading In Uncertain Times Training

Back from left: Brian Kelly, Eileen Loftus, Evelyn Nicholson, Mary Hogan, Mary Lydon, Siobhan Canny, facilitator, Yvonne Qualter, Mary Fahy. Front from left: Hannah Kent facilitator, Niamh Rohan, Aine Binchy and Cora Marnell.

THE THEMES OF THE NURSING AND MIDWIFERY STRATEGY

The Nursing and Midwifery Strategy will serve as the framework for nursing and midwifery growth in line with the health needs of the population and national policy. It articulates the link between nursing and midwifery practice and regulation, nursing leadership, education, training and resources.

The vision of the Strategic Nursing and Midwifery Management Group is to develop and implement a strategy in consultation with nursing and midwifery staff as positive outcomes can only be achieved with conviction, commitment, communication and consistency from all staff.

The strategy further develops communication within the group. It establishes the professional identity of nursing and midwifery. Innovative approaches to skill mix, professional development and the provision of the essence of care will achieve continuous quality improvement and priority developments driven by service need in line with corporate vision.

The aim of our strategy is to promote a quality and safety culture, ensuring that quality and safety is seen as fundamental to every person working within our service. Our objectives to achieving this are in line with the themes for quality and safety as outlined in the National Standards for Better Safer Healthcare.

These dimensions of quality include:

Person centred care and support.

Effective care and support.

Safe care and support.

Better health and wellbeing.

While delivering improvements within these quality dimensions, we will build on the capability and capacity in 4 key areas of nursing and midwifery:

Leadership, Management and Clinical Governance.

Workforce.

Use of Resources.

Use of Information.

VISION FOR NURSING IN THE GALWAY ROSCOMMON UNIVERSITY HOSPITAL GROUP TO ENSURE SAFE, EFFECTIVE, PERSON CENTRED CARE WITH BETTER HEALTH AND WELL BEING



No one is less ready for tomorrow than the person who holds the most rigid beliefs about what tomorrow will contain.



THE NURSING AND MIDWIFERY STRATEGY IS BASED ON THE 10 PRINCIPLES FOR CLINICAL GOVERNANCE



THE 8 STANDARDS OF SAFER BETTER HEALTHCARE



The golden rule for every person is this:
"Put yourself in your customer's place".



LEADERSHIP, MANAGEMENT AND CLINICAL GOVERNANCE

Our aim is “to enable nurses and midwives achieve the required outcomes” by providing safe high quality care within the group hospitals in order to “enable people to lead healthier and more fulfilled lives (The Strategy of the Office of Nursing and Midwifery Services Director 2012-2015).

Every healthcare professional is responsible to ensure their clinical effectiveness is of the highest standard. We must promote a culture that encourages openness and trust in relation to how we manage risks to patients, but also in how we learn from any incidents that do occur.

Understanding the impact of incidents to our patients plays an important part of developing this.

Nurses and midwives are the largest staffing number within our group and therefore have the potential to challenge, change and lead service development and reconfiguration across the group.

Clinical leadership is about strategic vision, driving service improvement and effective team working to provide excellence in healthcare delivery. Effective leadership is crucial to delivering and mainstreaming new ways of working. This brings with it a number of challenges; access and opportunity to participate in leadership and development programmes, developing leadership capacity as well as capability, developing consistent champions with the skills to bring others along with them over a prolonged period.

Leadership development needs to work hand in hand with the development of effective management and team working.

Having effective “followership” is as important to the team and its enterprise as having effective leadership. Although organisational culture is often governed by the styles and behaviours of senior managers, leadership should not be perceived as the preserve of a few people “at the top”. It needs to permeate each ward or department and support frontline leaders in delivering improvements.

To achieve this we will focus on:

- a) Active engagement with service users, carers, family members and public with an open culture and interdisciplinary working**
- b) Provide single line accountability for care from “patient to board”**
- c) Nursing leaders promoting risk management, clinical effectiveness and a quality improvement culture**

a) Active Engagement with Service Users, Carers, Family Members and Public and Embed an Open Culture and Interdisciplinary Working

At Governance Level

- The Board will support the involvement of the patient/service user in shaping hospital policy and service plans ensuring a partnership approach to better healthcare.
- Nursing and Midwifery will ensure they are represented at board level and that voice of the group is expressed at regional and national level.
- Group Director of Nursing and Midwifery will develop collaborative partnerships with key stakeholders in response to service needs.
- Patient stories will become the norm at board meetings.

At Management Level

- The Executive Council, Group Management Team, Directors of Nursing and Midwifery and Senior Nurse Management Team will ensure a standardised and equitable approach to service user involvement across the group.
- Directors of Nursing and Midwifery will lead on ensuring service user involvement, acting on any feedback to evaluate and continuously improve the service across the group.
- Build on existing cross group working and develop wider collaboration within the group and our partners in sharing information and developing services.
- Work in collaboration with the PCCC, voluntary sector, other professional groups and agencies to identify initiatives for improving productivity and standards of care.
- Directors of Nursing and Midwifery will ensure professionalism at all times in their organisations.
- Identify stakeholders and their roles to enhance the collaborative partnership approach.
- Implement the public patient involvement strategy.

At Practice Level

- Nurses and Midwives will act as advocates for their patients in line with their code of conduct.
- Nurses and Midwives will work in partnership with their patients and service users supporting them with their choices about care and treatment.
- Nurses and Midwives will work closely with the interdisciplinary team, value their contribution and seek positive outcomes for service users.
- All Nurses and Midwives will work in partnership with their patients/significant others, the interdisciplinary teams and community partners to improve care and patient outcomes.

b) Provide Single Line Accountability for Care from “Patient to Board”

At Governance Level

- The Group Director of Nursing and Midwifery will provide assurance and ensure a culture of patient safety exists at strategic level guided by the 10 principles of Clinical Governance.
- The Group Director of Nursing will highlight to the board the impact of corporate change on the quality of care and patient safety.
- The Group Director of Nursing will advise the board of feedback from frontline nursing workplaces and teams.

At Management Level

- Directors of Nursing and Midwifery will provide a nursing governance structure that manages using a clinical governance framework ensuring quality, safety and improved outcomes for patients.
- Directors of Nursing and Midwifery will ensure adequate funding for service developments and improvements.
- Develop nursing metrics for the organisation to monitor and evaluate service improvements.
- Directors of Nursing and Midwifery will promote a patient first ethos

At Practice Level

- Nurses and Midwives will have robust quality risk and patient safety management policies and procedures to work within.
- Nurses and Midwives will provide the best possible patient experience and will identify and manage risks/near misses to ensure good patient outcomes.
- Nurses and Midwives will demonstrate a commitment to the principles of clinical governance in their Practice and decision making.
- Nurses and Midwives will identify and progress service improvement initiatives.
- Nurse and Midwives will be accountable for the patient experience at dept level

c) Nursing Leaders Promoting Risk Management, Clinical Effectiveness and a Quality Improvement Culture

At Governance Level

- Comply with national legislative frameworks and standards that govern the provision of patient care.
- The Board will review Nursing and Midwifery Key Performance Indicators for evidence of continuous quality improvement in patient care.
- Benchmark nursing service delivery and standards regionally, nationally and internationally.
- Enhance nursing leadership capacity to ensure good governance.
- Advise and assure the quality and patient safety steering group on care delivery.



Nursing Leadership Programme Launch

At Management Level

- Promote an ethos of mutual respect, equity, dignity and justice within the organisation.
- To support nurses in their professional development and clinical competencies in line with the Nurses Act 2011.
- Directors of Nursing and Midwifery will ensure that all policies are in place and nurses and midwives can challenge and escalate concerns as needed in the best interest of the patient.

At Practice Level

- Nurses and Midwives will develop lean working principals including Productive Ward/TPOT within the Group to increase throughput, reduce unnecessary delays for our patients and become more efficient in our service delivery.
- Nurses and Midwives will implement evidence based standards, ensure guidelines are consistently applied and audited to ensure ongoing improvements in care.
- Nurses and Midwives will use the nursing metrics/key performance indicators to measure and improve clinical outcomes as part of a clinical improvement cycle.



Theatre staff at Galway University Hospitals from left: Brian Keane, Porter; Polina Furnika, Anaesthetics; Margaret Healy, Clinical Nurse Manager, Anaesthetics; Terri Ryan, Staff Nurse; Breege McKiernan, Theatre Nurse; Michelle McNamara, Recovery; Mary Diviney, Clinical Nurse Manager 2, Recovery; Noreen Keelan, Anaesthetics; and Assumpta Casserly, Theatre Nurse.



2. EFFECTIVE USE OF RESOURCES

Demand for resources within healthcare is increasing due to aging populations, advances in medical techniques and limited financial support due to the downturn in the economy.

We operate in a market driven environment where patients have the choice of where they go for their treatment and where the income of the Group is dependant upon that choice being our Group. The need for efficient use of resources, including the human resource has never been of greater importance. We must evidence strong financial accountability and prudent use of all resources across our Group.

As a group of hospitals, we need to ensure our resources are used in an efficient and effective manner based on service needs.

The Troika said that Ireland needs to meet its fiscal targets to remain on target to achieve a 7.5% GDP deficit ceiling by 2015.

Quality of care must be maintained and decisions on resources must be transparent and in the best interest of the services.

To achieve this we will focus on:

- a) **Improving outcomes through innovations and measurement**
- b) **Plan and manage the use of resources efficiently**



Staff Midwives and members of the Maternity Department attending the Baby Friendly Hospital presentation for Galway University Hospitals on Monday 14 May from left: Mary Reidy, Carmel Connolly, Fidelma Kenny, Teresa Hughes, Marian Warden and Margaret Coohill.

a) Improving Outcomes Through Innovation and Measurement

At Governance Level

- Group Director of Nursing and Midwifery will support initiatives to maximise resources to enhance and develop nursing and midwifery practice, services development and service user experience.
- Group Director of Nursing and Midwifery will provide an enabling environment that continuously improves the quality of nursing practice, improves the skills and competency levels of nurses to strengthen the role of nursing in healthcare.

At Management Level

- Directors of Nursing and Midwifery will promote a “can do” culture throughout the organisation.
- Directors of Nursing and Midwifery will consult with service users and stakeholders regarding the allocation of resources to ensure quality and safety.
- Directors of Nursing and Midwifery will promote a culture of individual and collective responsibility and accountability for resource management.

At Practice Level

- All Nurses and Midwives will identify opportunities to improve services.
- All Nurses and Midwives will undertake patient experience/satisfaction surveys.
- “Releasing Time to Care” is promoted through productive ward.
- Every Nurse/Midwife will be engaged in achieving length of stay reductions.
- Nurses and Midwives will respond proactively to the rapidly changing healthcare environment, be prepared to lead on initiatives and be accountable for service improvements and better patient outcomes.

b) Plan and Manage the Use of Resources

At Governance Level

- The Group Director of Nursing and Midwifery ensures a culture of “value for money” is embedded in the organisation.
- The Group Director of Nursing and Midwifery ensures allocation of resources across the sites to ensure quality and safety outcomes.
- The Group Director of Nursing will earn autonomy on budget allocation and cost controls.

At Management Level

- Directors of Nursing will monitor and evaluate activities on an ongoing basis to measure improvement interventions and quality of care.
- Directors of Nursing and Midwifery will ensure their staff are aware of procurement policies.
- Directors of Nursing and Midwifery will ensure resources are informed by their service users.
- Directors of Nursing and Midwifery will measure skill mix and manage a continuous culture of workforce analysis that meets the demands of our patients and provides a safe working environment for our staff.

At Practice Level

- Nursing and Midwifery staff will deliver healthcare efficiently and use resources responsibly.
- All Nursing and Midwifery staff will participate in the “Releasing Time to Care” Project, TPOT in theatre and any other initiatives that release time to care.



3. NURSING/MIDWIFERY WORKFORCE

Delivering clinical excellence and taking pride in working within this group is our aim and we recognise that nurses/midwives need support to do this.

We will ensure our nurses and midwives are proud of being part of the GRUH Group nursing and midwifery workforce and the "Group" of choice for pre-graduate and post graduate students.

High standards of care, innovation, flexibility and enthusiasm for change can only thrive in an environment in which people's efforts, commitment, professionalism and expertise are valued.

We are committed to the principles of partnership working and staff employee relations through the Group. The Directors of Nursing and Midwifery recognise that the participation of trade union representatives in the partnership process can contribute to delivering improved services to patients and users.

We need to ensure that all our patients receive the care and experience they deserve. Caring is at the core of nursing/midwifery and must be central to role development.

Our vision is to promote the development of specialist nursing and midwifery education and training and to co-ordinate such development in co-operation with Bord Altranais agus Cnáimhseachais na hÉireann (Nursing and Midwifery Board of Ireland) and the nursing and midwifery training bodies approved by Bord Altranais agus Cnáimhseachais na hÉireann. However, in light of expanding roles, it is also our vision to ensure the fundamental importance of the generalist nurse/midwife is retained and fragmentation is avoided.

It is important that we understand the skills and competencies of our workforce and the focus for the next five years will be to continue to improve that understanding, so that any organisational development programmes, including training can be focused to achieve maximum benefit for our services across the Group. "Back to the Floor Programmes" will be encouraged for senior managers to spend time on the frontline to hear and see frontline staff issues and gain a better understanding of how our services are perceived by our patients.

To achieve this we will focus on 3 objectives:

- a) Recruitment and retention**
- b) Education, training and development**
- c) Workforce plan for the group**

a) Recruitment and Retention

At Governance Level

- Group Director of Nursing and Midwifery will identify, develop and strengthen continuous professional development.
- Group Director of Nursing and Midwifery ensures recruitment and selection of staff is in line with HR policy and legislation.
- Group Director of Nursing and Midwifery ensures all staff have clear job descriptions, responsibilities and lines of accountability.

At Management Level

- Directors of Nursing and Midwifery will continue to develop and implement effective, relevant and appropriate continuing professional development for all grades of nurses, including nursing students and HCA's aligned to their scope of practice.
- Directors of Nursing and Midwifery will act as positive and visible role models.
- Directors of Nursing and Midwifery will invest in the development of our leaders throughout the nursing workforce and use teaching, monitoring and appraisal systems to provide feedback to staff.
- Directors of Nursing and Midwifery will support nurses to develop teams and services through career pathways.
- Directors of Nursing and Midwifery will develop and implement competency based nursing job descriptions that are linked to PDP's and performance contracts.
- Directors of Nursing and Midwifery will develop and implement effective systems of Personal Development Review (PDR) and appraisal to support staff competency development

At Practice Level

- Nurses and Midwives will develop management skills such as conflict resolution, operational analysis, employee management and quality management.
- Nurses and Midwives will act as role models and set the example of excellence.
- Nurses and Midwives will have a healthy balance between work and other aspects of their life outside of work.
- Nurses and Midwives must ensure their nursing qualifications are commensurate with their relevant service area and should integrate their theoretical knowledge with their practice to improve patient outcomes.
- Nurses and Midwives will maintain their professional development portfolios in line with Regulations.

b) Education, Training and Development

At Governance Level

- Group Director of Nursing and Midwifery will ensure that systems are in place to support regulatory and governance frameworks for the Groups Nursing and Midwifery workforce.
- The Group Director of Nursing and Midwifery will ensure that Nurse Managers work with our affiliated third level institutions to improve the standards and learning experiences for our under graduate and post graduate students.
- The Group Director of Nursing and Midwifery will enhance nursing leadership capacity to ensure good governance.
- The Group Director of Nursing and Midwifery will commit to provide specifically designed modular education and training programmes to enhance and develop senior nurse manager competencies in corporate change management, finance and operations management.
- The Group Director of Nursing and Midwifery will develop leaders in education and research that will overcome the current divisions between service based and academic careers, with their separate career paths and employment arrangements.



From left to right: Ms Gemma Manning, Obstetric & Gynaecology Quality Coordinator, Ms Una Carr, Asst DONM, Mr Tony Canavan, COO, Ms Bernie O'Malley, Business Manager, Ms Margaret Coohill, Midwifery Practice Development Co-Ordinator and Ms Siun Ensko, Lead Auditor National Standards Authority of Ireland.

At Management Level

- Directors of Nursing and Midwifery will support nurses to develop new skills and knowledge using competencies and career pathways to improve patient care across the group.
- Directors of Nursing and Midwifery will ensure a learning culture is embedded in the organisation.
- Directors of Nursing and Midwifery will develop quality assurance systems for monitoring and

- evaluating nursing practice and will introduce “Back to the Floor” Programmes
- Directors of Nursing and Midwifery will facilitate nursing research within nursing and midwifery ensuring collaboration between the acute hospitals and 3rd level institutes.
 - Directors of Nursing and Midwifery will ensure an efficient and effective service user experience by developing a flexible and knowledgeable workforce.

At Practice Level

- All Nurses and Midwives will maintain their own professional development portfolios.
- All Nurses and Midwives will improve their knowledge and skills by using a competency framework.
- Nurses and Midwives will attend training e.g. mentorship and coaching programmes.

c) Workforce Plan for the Group

At Governance Level

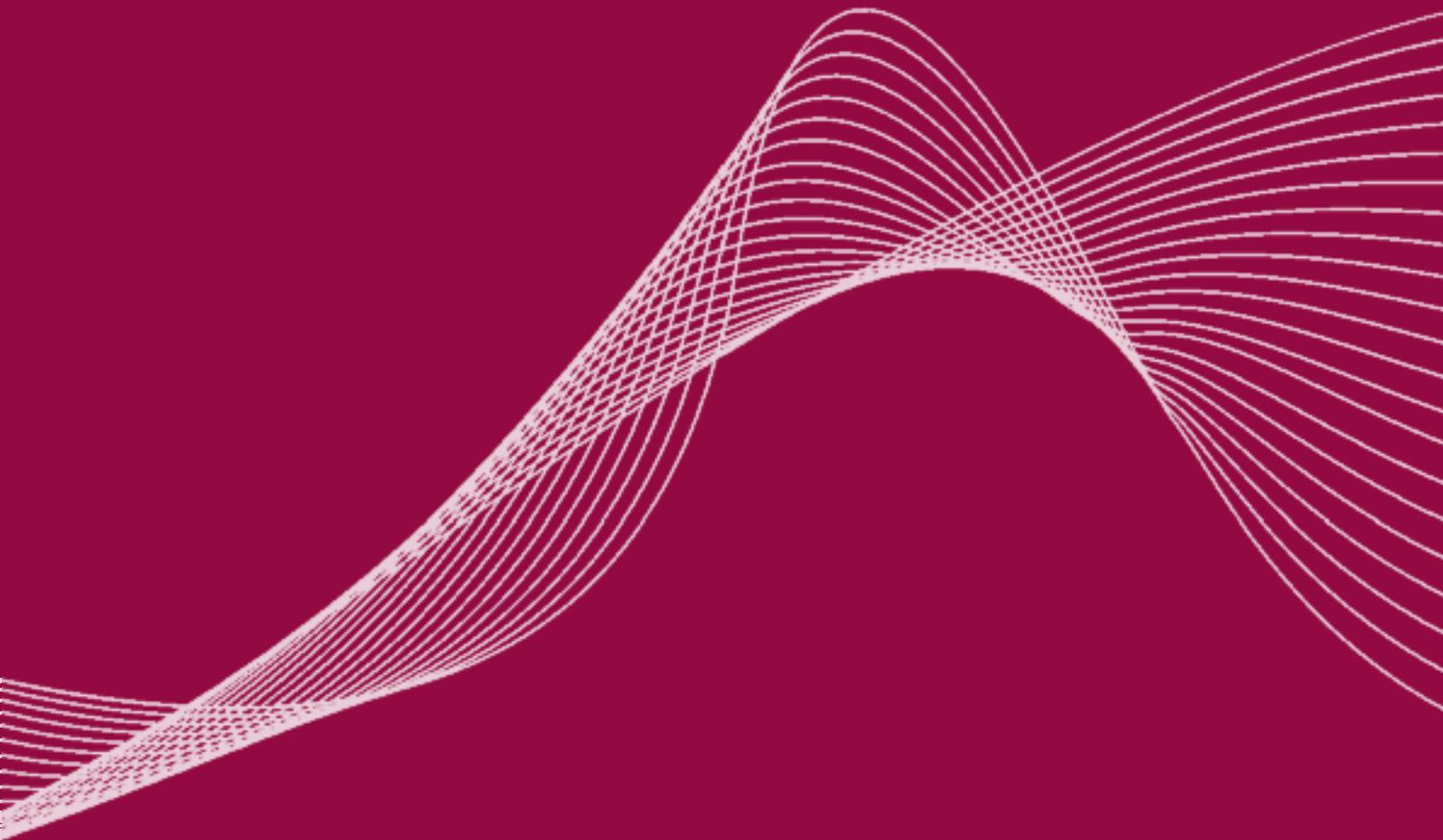
- Group Director of Nursing and Midwifery will develop nurse/midwife led service developments, in line with the national vision of service delivery of a level 2, 3 or 4 hospital within the group.
- Group Director of Nursing and Midwifery will develop a cross group workforce planning strategy including advanced practice and specialist roles in line with national vision and clinical care/emergency medicine and acute medicine programmes.
- Group Director of Nursing and Midwifery will further develop our nurse and midwifery managers to promote a culture of active succession planning at all levels of Nursing management across the Group.
- Group Director of Nursing and Midwifery succession planning reflects the future national vision for the developments and changes in nursing/midwifery management and governance arrangements.
- Group Director of Nursing and Midwifery is responsible for ensuring adherence to professional values through education and practice when undertaking nursing workforce planning to meet service improvement needs.

At Management Level

- Directors of Nursing and Midwifery will determine minimum staffing norms for safe practice.
- Directors of Nursing and Midwifery will work together and will support the contribution of nurses working together across interdisciplinary boundaries to improve patient care and service delivery.
- Directors of Nursing and Midwives will lead on human resource plans to project current and future nursing needs.
- Directors of Nursing and Midwifery will work collaboratively to ensure they have the appropriate skill mix based on current health and service needs.
- Directors of Nursing and Midwifery will ensure flexibility within the system ensuring nursing values are recognised.
- Directors of Nursing and Midwifery will ensure skill mix and roles will match service needs and improve the service user experience.

At Practice Level

- Nurses and Midwives will have a flexible approach to meeting the needs of the service.
- Nurse and Midwives will work with the ethos of patient first.



4. USE OF INFORMATION

Information is used to create knowledge, “but not just in the sense of data and facts, but in the form of representations that provide meaning and context for purposive action” (Choo, 2002; 45). To ensure we deliver a safe service, we use information to plan, manage, deliver and monitor our services.

Information needs to be timely, accurate, valued, reliable, relevant, legible and complete (National Standards for Safer Better Healthcare, 2012).

Healthcare professionals need to have access to high quality information.

To achieve this we will focus on 3 objectives:

- a) **Using high quality information to support effective decision making**
- b) **Governance and management of information to inform group strategy**
- c) **Development of Key Performance Indicators and performance management culture**



Photographed: Nurses Strategic Forum Group

a) Using High Quality Information to Support Effective Decision Making

At Governance Level

- Group Director of Nursing and Midwifery will ensure information systems across the Group, whether paper based or electronic are integrated and interfaced with other systems to support the delivery of safe care for the service user.
- Group Director of Nursing and Midwifery will ensure service users information is available across the group as required for their healthcare in line with legislation.
- Group Director of Nursing and Midwifery will ensure service users are involved in the planning and design of healthcare services.

At Management Level

- Audit programmes will be inbuilt in all organisations to monitor practice and highlight issues at an early stage.
- Directors of Nursing will promote per audit across the group to measure patient experience.
- Director of Nursing and Midwifery will agree Key Performance Indicators and monitor them on a monthly basis.
- Regional benchmarking will ensure relevant information will be shared in a timely manner across the service, based on best practice and national guidelines.
- Directors of Nursing and Midwifery will ensure health records are used and shared in compliance with national guidelines and legislation.
- Directors of Nursing and Midwifery will ensure that service user feedback is continuously used to improve the service user experience.

At Practice Level

- Nurses and Midwives will respond pro-actively to the rapidly changing healthcare environment, be prepared to lead on initiatives and be accountable for service improvements and better patient outcomes.
- All Nurses and Midwives will participate in the audit programme and use practice development, research and benchmarking in their practice.

b) Governance and Management of Information to Inform Group Strategy

At Governance Level

- The Group Director of Nursing and Midwifery will influence policy by ensuring professional expertise is integrated into decision making processes.
- The Group Director of Nursing and Midwifery will ensure Q. Pulse is introduced as a comprehensive and cohesive system for reporting incidents/near misses.
- Review of reports can ensure regional learning needs can be identified and disseminated in a consistent manner.

At Management Level

- Directors of Nursing and Midwifery will ensure there are clear evidence based guidelines and protocols for the nursing profession and have a developmental approach in the maintenance of nursing standards.
- Directors of Nursing and Midwifery will ensure service users and their records are identified uniquely to avoid duplication and misidentification.
- Directors of Nursing and Midwifery will ensure service user feedback, complaints and compliments will be used and disseminated through the service to promote learning.

At Practice Level

- All Nurses and Midwives are responsible to practice in accordance with policies and guidelines.
- All nursing and midwifery staff will ensure healthcare records are used and stored in accordance with hospital policy and legislation.

c) Key Performance Indicators

At Governance Level

- Group Director of Nursing and Midwifery will develop Key Performance Indicators (KPI's) to generate evidence that service users are satisfied.
- The Group Director of Nursing and Midwifery will build upon the leadership skills of all nursing leaders to influence practice through positive role modelling and improving patient outcomes.
- The Group Director of Nursing and Midwifery will agree regional quality standards and appropriate measurement methodology for KPI's/nursing metrics and nursing standards.

At Management Level

- Efficiencies within nursing will be highlighted by the use of key performance indicator measurements and nursing metrics.
- Successes will be celebrated and shared for the benefit of service users.
- Establish regional forums for sharing best practices in nursing.

At Practice Level

- Nurses and Midwives will be patient advocates ensuring quality care through the use of standards, KPI's and nursing metrics and adherence to their code of conduct.



CONCLUSION

The goal of the Nursing and Midwifery Strategy for the Galway Group is to identify priority developments driven by service need in line with corporate vision. The strategy further develops communication within the Group. It establishes the professional identity of Nursing/Midwifery.

Continuous quality improvement through innovative approaches to skill-mix, professional development and the promotion of the essence of care.

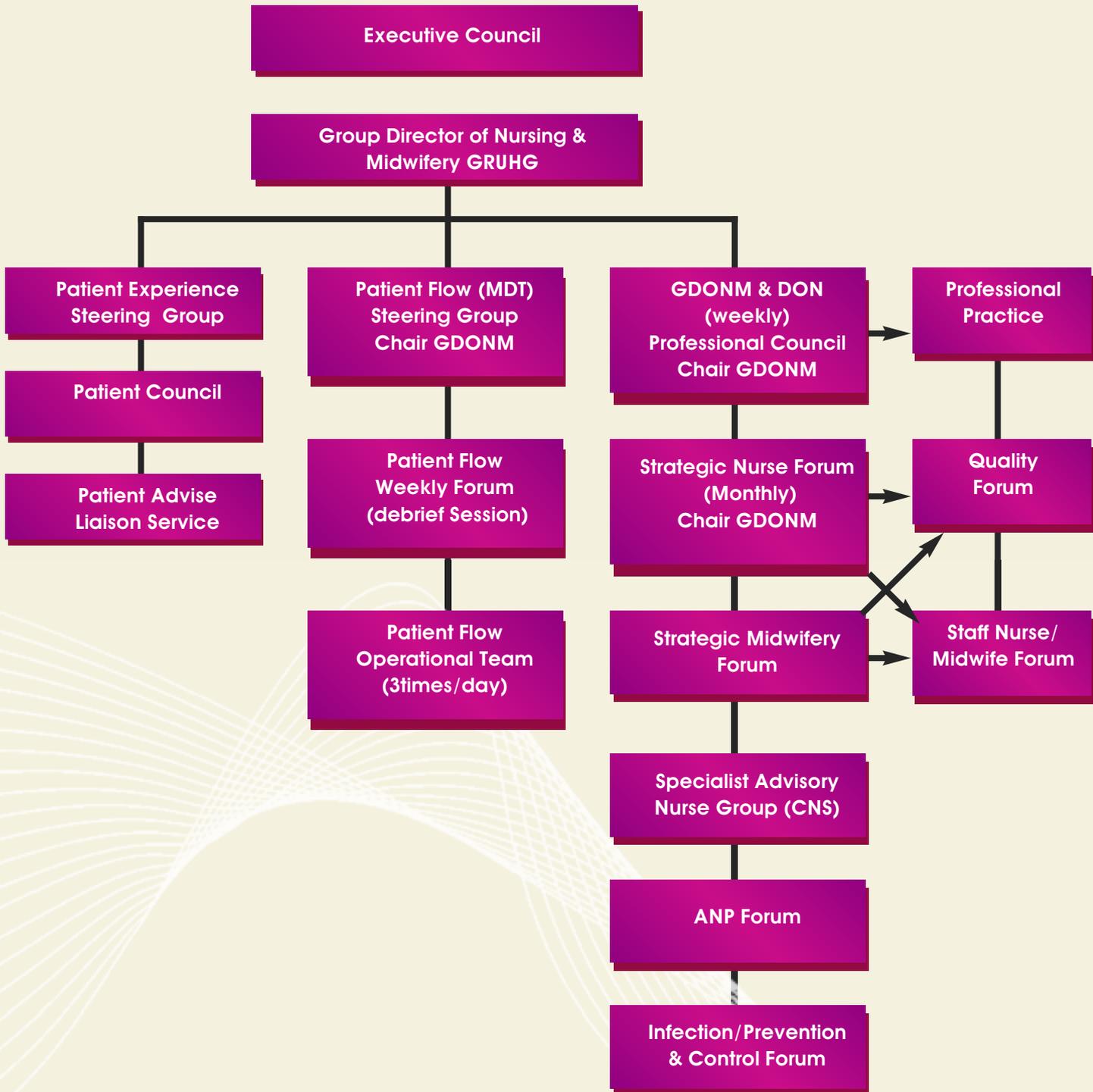
There will be an increased focus on the education and professional development of the fundamentals of care that encapsulates compassionate care.

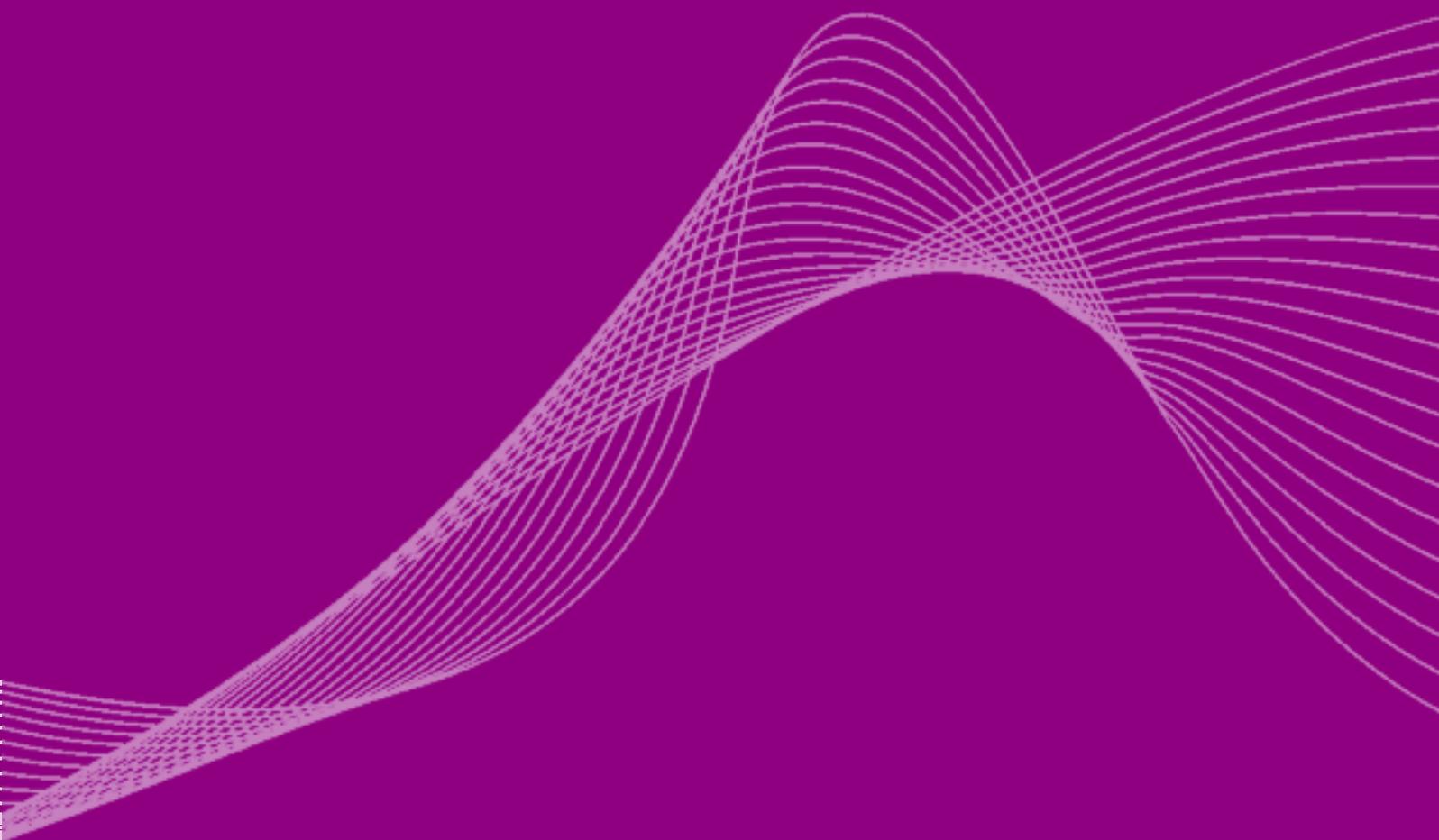
Strong leadership will reinforce the values and standards of care.
Feedback will encourage change and support the development of a skilled workforce.

The strategy sets out to develop nursing and midwifery to be at the heart of patient care, and ensure the Group as the organisation of choice by the public and patients.

**A pessimist sees the difficulty in every opportunity;
an optimist sees the opportunity in every difficulty.**

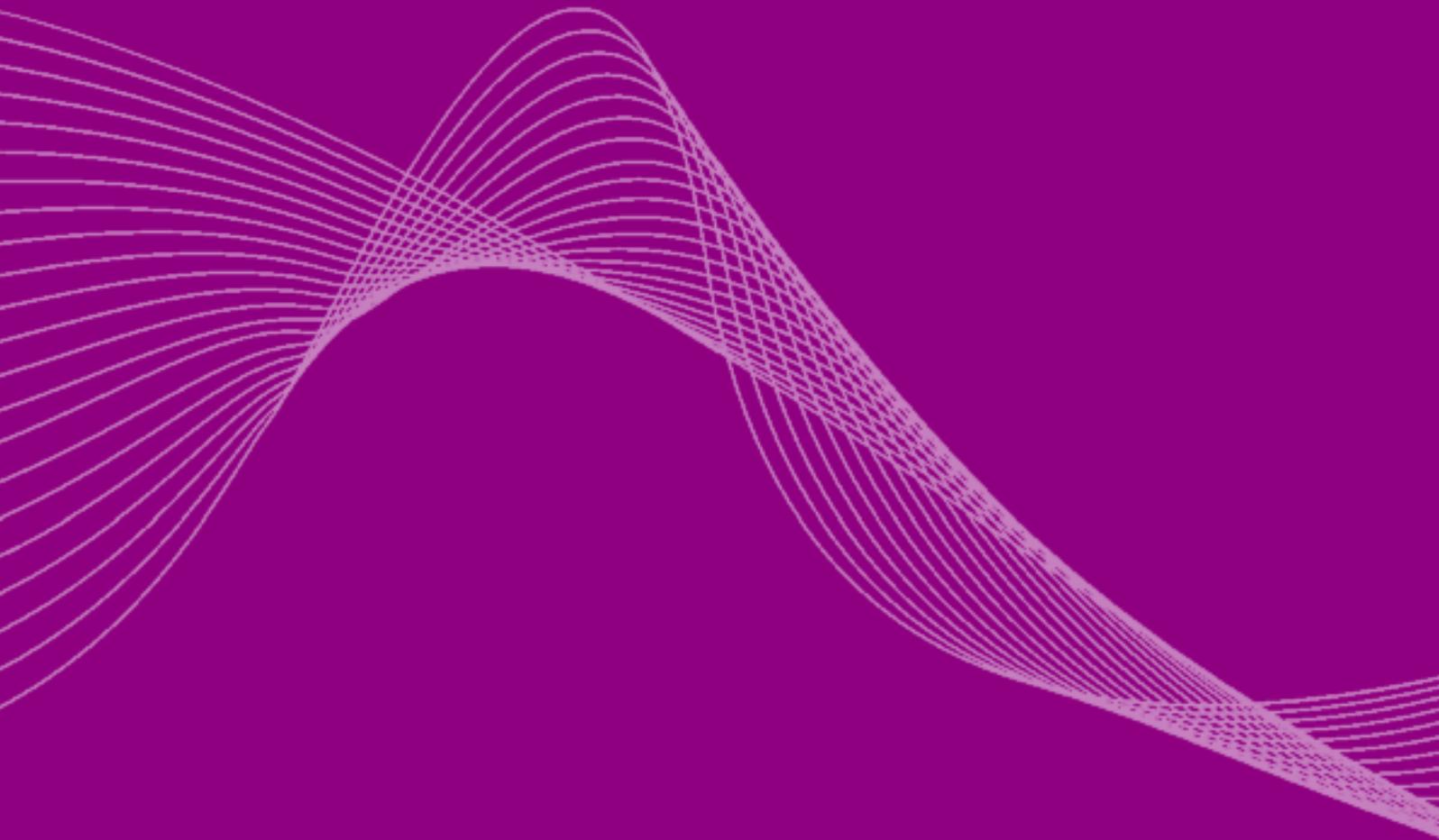
Nursing & Midwifery Governance Structure



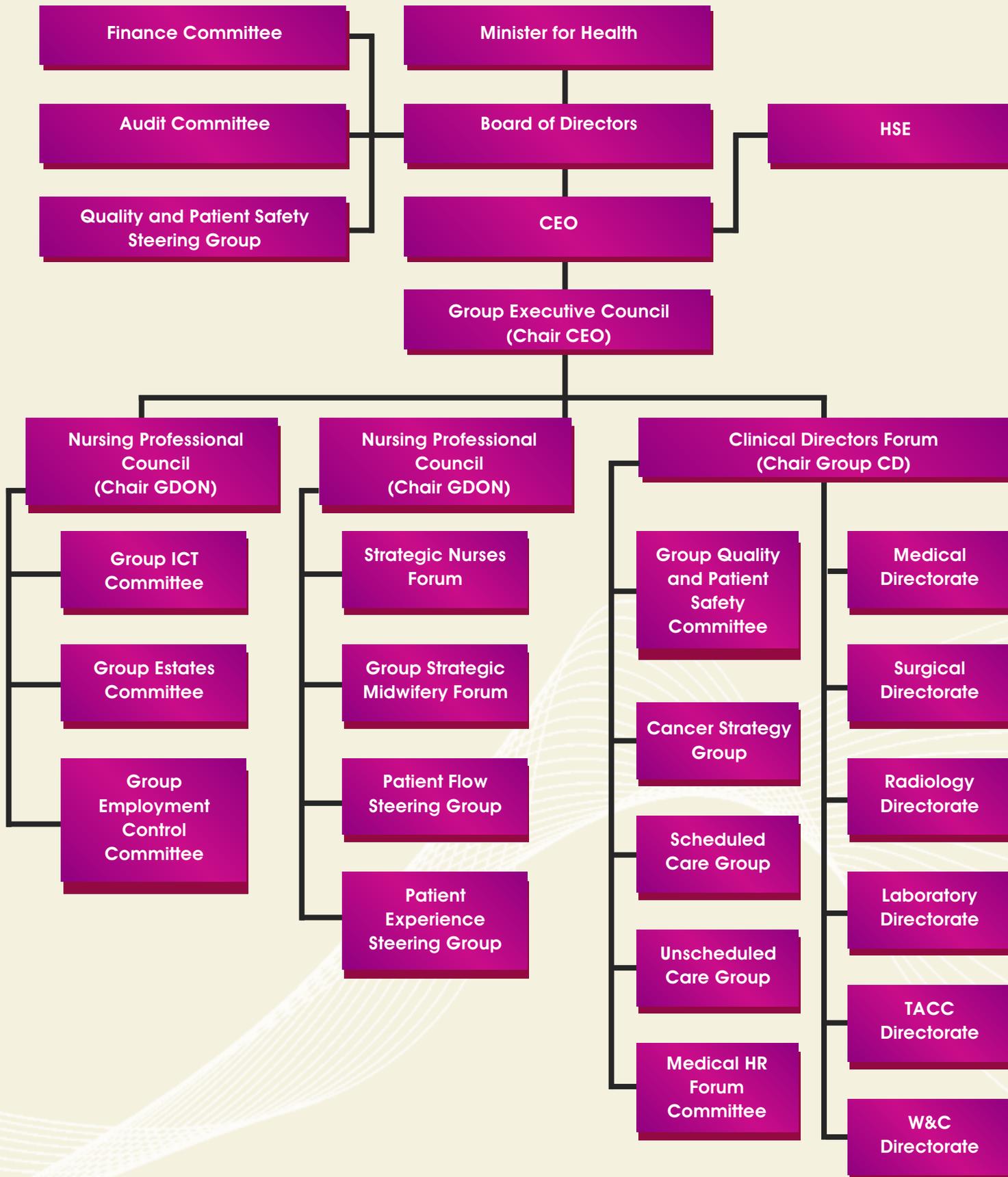


“Engagement enables an adult two-way relationship between leaders and managers, and employees, where challenges can be met, goals achieved, whether it be improved patient care, higher quality production, or more satisfied customers”

D. MacLeod, N. Clarke, 2011



Galway and Roscommon University Hospitals Group Corporate Clinical Governance Structure

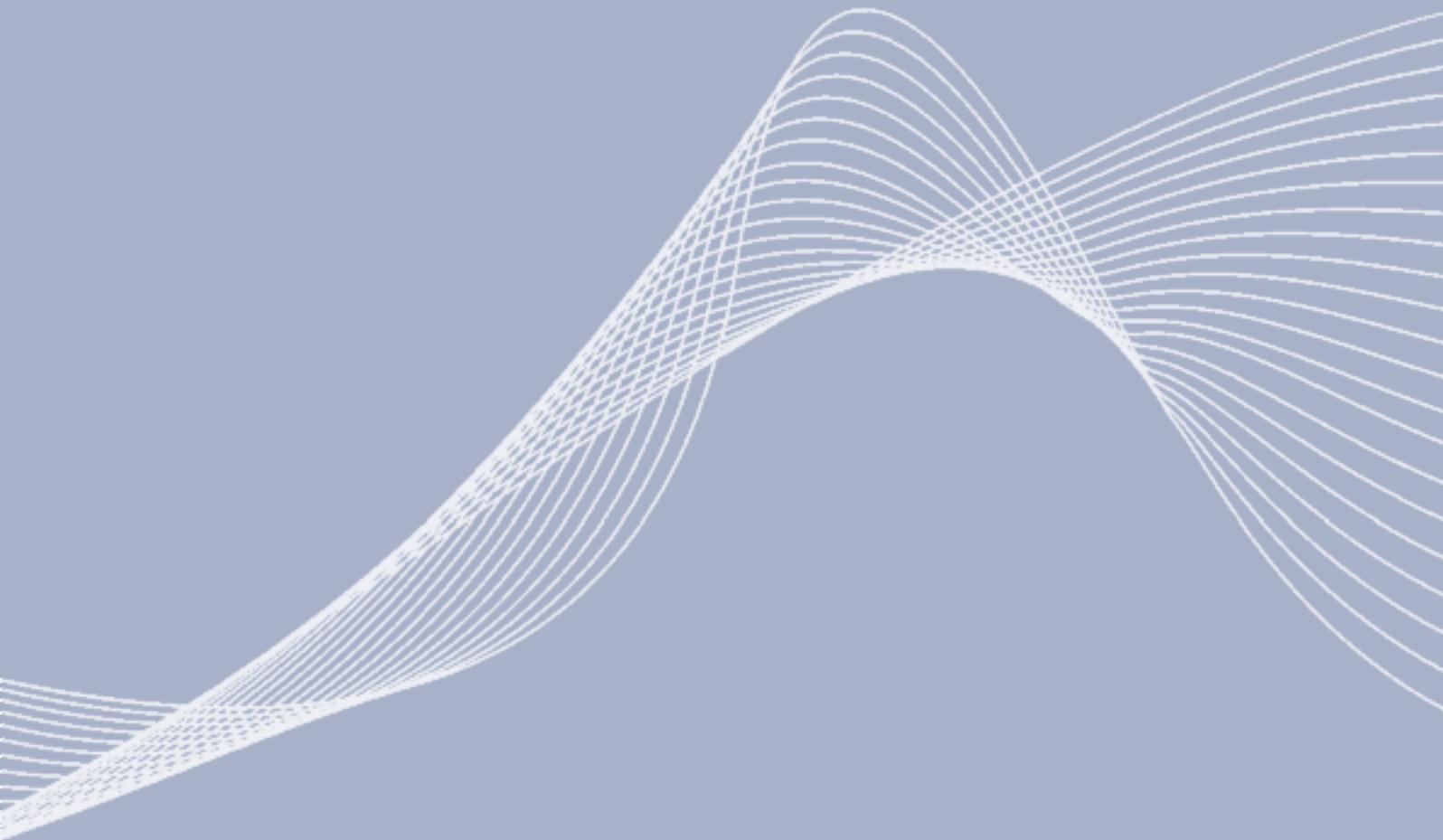


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- Jean Kelly, Director of Nursing, Galway University Hospital
- Group Executive Council
- Group Board
- Dr. Maureen Flynn, National Quality and Safety Department
- Dr. Mary Browne, National Quality and Safety Department
- Dr. Michael Shannon, Assistant National Director, ONMSD
- Mary Frances O Reilly, Area Director, NMPDU
- INMO Executive

Terror grips his fevered brain
How long to bear this pain
Everything seems long lost

Now then dear
Utters a soft voice
Relax everything will be alright
Soon we will have you home
Everything will be alright





Nursing & Midwifery Strategy