



Sligo University Hospital

Nursing Strategic Plan

2024 - 2027





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Acronyms

ADON	Assistant Director of Nursing
ANP	Advanced Nurse Practitioner
CDH	Chronic Disease Hub
CHO	Community Health Organisations
CIT Liaison	Community Intervention Team Liaison
CNM	Clinical Nurse Manager
CNME	Centre for Nursing and Midwifery Education
CNS	Clinical Nurse Specialist
CPC	Clinical Placement Coordinator
CSSD	Central Sterile Supply Department
DIG	Dementia Improvement Group
DON	Director of Nursing
ECC model of care	Enhanced Community Care model of care
eCAD	Electronic Competency Assessment Document
ED	Emergency Department
EMEWS	Emergency Medicine Early Warning Score
EMT	Executive Management Team
E-rostering	Electronic Rostering
GP Liaison	General Practitioner Liaison
HCA	Health Care Assistant
HCAI	Health Care Associated Infection
HEI	Higher Education Institute
HIQA	Health Information and Quality Authority
HR	Human Resources
HSE	Health Service Executive
ICU	Intensive Care Unit
IMEWS	Irish Maternity Early Warning Score
INEWS	Irish National Early Warning Score
IP&C	Infection Prevention and Control
ISBAR	Identify, Situation, Background, Assessment, Recommendation
KPI	Key Performance Indicators
NCLC	National Clinical Leadership Centre
NMBI	Nursing and Midwifery board of Ireland
NMPDU	Nurse and Midwifery Planning and development Unit
NPDU	Nurse Practice Development Unit
ONMSD	Office for Nursing and Midwifery Services Director
OPS	Older Person Services
PEST analysis	Political, Economical, Sociocultural, Technology analysis
PEWS	Paediatric Early Warning Score
PUTZ	Pressure Ulcers to Zero
QIP	Quality Improvement Plan
RCN	Registered Children's Nurse
SALO	Student Allocation Liaison Officer
SUH	Sligo University Hospital
SWOT analysis	Strengths, Weakness, Opportunities, Threats analysis
WTE	Whole Time Equivalent
METT	Managed Education and Training Tracker
PALS	Patient and Advocacy Liaison Services
TOR	Terms of Reference
QR Code	Quick Response code

Foreword

Maura Heffernan

Director of Nursing, Sligo University Hospital



I am delighted to present the first Sligo University Hospital strategic plan for nursing which is very much aligned to the overarching Saolta nursing vision. Nurses, Health Care Assistants and Support staff play a key role in patient pathways of care and as the health regions evolve we continue to provide more varied and complex care within the acute setting and outreaching to the community. All of which is in line with the vision for Sláintecare. The past few years presented unprecedented challenges and I have no doubt we will continue to face these and more as we strive to deliver safe quality care in an ever changing work environment.

This plan will refresh and reenergise nursing in Sligo University Hospital and more importantly give a strategic direction for nursing to follow. It will give our team a clear and consistent focus and help us monitor progress. It is critical to ensure nursing is present and their voice is heard as we navigate our way through the changes that will occur within the health regions. The strategic plan is an important component to ensure progressive high quality nursing care which is safe and progressive.

The strategic plan is important to us and was agreed through staff engagement and taking the time to listen to what is important to all of us. It builds on five key strategic goals.

- Provide Quality Care and Excellence
- Workforce, Staff Engagement and Well being
- Leadership, Education and Research
- Patient Engagement
- Digital

I am truly proud of and value the contributions of nursing, health care assistants and support staff make every day to patient care. As Director of Nursing I look forward to continuing to working with all of you and the wider health care teams to implement this strategic plan.

Maura Heffernan

Director of Nursing

Paul Hooton

Chief Director of Nursing, Saolta



I am delighted to endorse and support the publication of Sligo University Hospital's Nursing Strategic Plan 2024-2027.

My overarching ambitions as Chief Nurse are to develop the role of Nurses within the Saolta Group, with a key focus on enhancing quality and patient safety, strengthening the role of Nurses as patient advocates, and fostering professional development across the Group, positioning Nursing as skilled, competent and key clinical leaders in both quality improvement and service delivery.

Sligo University Hospital's Nursing Strategic Plan clearly aligns itself with these core ambitions alongside the Saolta Hospital Group strategic objectives. This strategic roadmap provides clear direction and focus for Nursing, setting a vision for the coming years and showcases Sligo University Hospital's Nurse leadership in shaping the future of Nursing within the Saolta Hospital Group.

Grainne McCann

General Manager, Sligo University Hospital



Welcome to Sligo University Hospital's first formal Nursing Strategic Plan, setting out the ambitions for Nursing Services over the next four years.

As the largest workforce in the Hospital, Nursing services play a significant role on providing both caring, and compassionate services to patients, whilst also bringing their professional and clinical skill to the fore as they strive to provide safe and effective services. Thus ensuring that every patient has a positive experience under their expert care.

Our Director of Nursing ensures a strong connection with our Nursing workforce and has been listening to our patient's experiences to help influence the key strategic goals over the year ahead. She will continually update the Hospital Management team on progress made to advance this Nursing Strategic Plan. This Strategic Plan is a timely development as our services have been expanding in recent years on an integrated service basis as we work more closely alongside our community partners to deliver more effective service to meet our population needs. This will ensure we prepare for a smooth transition into new Regional Health Areas.

I want to congratulate our Director of Nursing and her team on the development of Strategic Plan and look forward to the continued leadership and development Nursing Colleagues will bring to advance our service in the years ahead.

Introduction

There are 673 whole time equivalent nurses (WTE) (Q1 2024) working in Sligo University Hospital (SUH), delivering care for patients from the surrounding community. The vision is that together with health care colleagues we will ensure that each patient gets the high quality care they deserve. From a nursing perspective this strategic plan will guide us on this journey. It describes 5 goals for the next 4 years that are necessary to build the foundations which will support best practice and empower us to drive improvement in the profession and in doing so improve the quality of patient care.

Nurses are central to providing quality safe care which is underpinned by the Nursing and Midwifery Board of Ireland (NMBI) values of Care, Compassion and Commitment. It is important that the excellent nursing workforce is supported with the competencies, skills and resources to deliver care to as high a standard as possible while ensuring a strong nursing presence as we navigate our way through new models of care in the health regions integrating our services in line with Sláintecare

Our Mission, Vision and Value statements stem from the Saolta group and the HSE. Our Values and their associated behaviours are the very essence of how we treat patients and their families. We demonstrate Care, Compassion, Trust and Learning by being professional, providing quality safe care, listening attentively, being open and honest, being engaged and present with patients.

In preparing the strategic plan a PEST analysis (page 10) was undertaken, this allowed us to critically review the influences that may affect our strategy. We then looked at the areas of potential threats to the strategic plan and opportunities that we could focus on and support (SWOT analysis).

An action plan will be developed to manage and monitor the strategic plan implementation plans. This will be reviewed throughout the 4 year lifecycle of the strategy by the senior nurse management team. Updates on progress will be circulated to all Nursing/Health Care Assistants (HCA) /Support Staff biannually and staff engagement sought throughout. Overall progress will be shared with the Executive Management Team of SUH.





Our Service

Sligo University Hospital (SUH) is a Model 3 public acute hospital and is part of the Saolta University Health Care Group. The hospital provides acute general and maternity services to the population of Sligo, Leitrim, and South Donegal, as well as parts of counties Cavan, Mayo, and Roscommon.

The hospital's catchment area covers two Community Health Organisations (CHO), CHO1 and CHO2. This year will see the formation of the West North West health region with the amalgamation of the Saolta group with the two CHO's.

Population Served	280,000
SUH Nurses / HCAs/Support staff	673 WTE nurses / 115 WTE HCA's / 21 WTE Support staff
In patient Beds	307
Day Beds	62
Attended Emergency Department (ED)	43,787 (2023)
Admitted	10,612 (2023)
Attended Out Patient Department (OPD)	137,592 (2023)

The Nursing Service



Mission, Vision and Value's

This Strategic Plan is underpinned by the Saolta Hospital Groups; Mission and Vision statements that places the patient at the heart of everything we do.

Our Values, are reflective of the collaboration of HSE values - Care, Compassion, Trust and Learning and the Nursing and Midwifery Boards values – Compassion, Care and Commitment

MISSION

Patients are at the heart of everything we do.

Our mission is to provide high quality and equitable services for all by delivering care based on excellence in clinical practice, teaching, and research, grounded in kindness, compassion and respect, whilst developing our staff and becoming a model employer

VISION

Our Vision is to build on excellent foundations already laid, further developing and integrating our group, fulfilling our role as an exemplar, and leading out on the vision for Slaintecare.

VALUES

- Care
- Compassion
- Commitment
- Trust
- Learning

Scope of the Strategic Plan

This strategy is for Nurses, in various roles, HCA's, Support Staff (Theatre and CSSD operatives) in Sligo University Hospital, we work very closely with Midwifery colleagues and will share and collaborate on tackling many of the same goals and objectives, however, the scope of this document does not cover Midwifery.

Process of developing the Strategic Plan

This Strategic Plan is the result of extensive engagement with staff from across the service. It has been lead out by Maura Heffernan, Director of Nursing and the Senior Nurse Management Team but has been co-created with input from Nurses in a wide range of roles and other colleagues from across the Saolta service.

2022- Q4

- Why a Strategic Plan
- Meeting with Senior Nursing Management Team

2022- Q4/ 2023- Q1

- Chief Director of Nursing/Midwifery
- Sligo University Hospital – General Manager
- Senior Nursing Management Team

2023- Q2

- CNME (Sligo, Leitrim, West Cavan), CNM11's,
- Quality and Safety Department,
- SUH General Manager + SUH Executive Management Team

2023 - Q3 /Q4

- Staff Engagement Workshop - CNM's, CNS's, ANP's, Staff Nurses, HCA's, Student Nurses,
- Health Promotion Officer
- CNME Sligo, Leitrim, West Cavan
- Regional NMPDU,
- Director of Paediatric Nursing, Saolta
- Director of Nursing, Cancer Services, Saolta
- Leadership and Innovation Centre
- Director of Nursing, Nursing and Midwifery Information Officer
- SUH Executive Management team

Pest Analysis

Political

- The implementation of Sláintecare to reform and reshape healthcare provision in Ireland moving from a model focused on the delivery of acute service to a model of universal health service delivering the right care in the right place at the right time.
- The reorganisation of the HSE hospital groups and CHO's into 6 health regions.
- Competing demands from the multiple strategies and reforms nationally, regionally and locally. There is resources required to implement each of these..
- Recruitment freezes on work groups across the service

Economic

- COVID 19 pandemic and BREXIT triggered significant disruption of supply chain globally.
- There is a very small pool of Healthcare workers available and increased competition in sourcing overseas candidates.
- War in Ukraine, and middle east is resulting in concerns over energy supplies and cost.

Sociocultural

- Our population are living longer and there is a proportional increase in those over 65. Locally, there is a higher rate of the population over 65 than the national average.
- Chronic diseases are the most common cause of death and disability in Ireland and their prevalence is expected to continue to grow as our population ages. This will have a proportional impact of the demands of our services
- Significant new population of Ukrainian refugees have come and continue to come to live in Ireland. The healthcare needs of this group will have an impact on our services and waiting lists.
- The challenges due to the COVID-19 pandemic continue to affect health and these include undiagnosed diseases such as cancer, mental health impacts, and a rebound in the transmission of other infectious diseases.
- It is estimated that 10-20% of people will develop long-COVID symptoms. Although not everyone with this condition will require specific healthcare services, there will be an impact on our services in supporting this population.

Technology

- Significant investment is required to increase the capacity of the healthcare providers to take advantage of the savings and efficiencies available through the increased use of technology in healthcare provision
- SUH has an historic network that will need to be upgraded to allow us deliver on technology potential.
- Emerging technologies which are best in class for treatment outcomes are expensive and may not be possible to provide as standard.
- Education programmes are required to ensure the workforce is positioned to adopt changes quickly
- Security of both digital data and transitions is of increasing importance. Ethical frameworks and standards need to be agreed and implemented.

Table 1

Adapted from: Sláintecare Implementation Strategy & Action Plan 2021 — 2023
Population Health Profile HSE West and North West (2023)



The Strategic Goals

The strategic plan sets out 5 Strategic goals and the objectives outlines how these will be achieved. These strategic goals will be delivered through objectives that will be translated into an action plan. This action plan will be implemented and monitored throughout the 2024-2027 timeframe.





Strategic Goal: 1

Provide Quality Care and Excellence

Build and support a Culture of Safe Quality Care in Sligo University Hospital

Goal 1 Provide Quality Care and Excellence	
Objective	Build and support a Culture of Safe Quality Care in Sligo University Hospital.
1.1	Nurture and embed the values of Care, Compassion, Commitment, Trust and Learning in all areas of our work. Support Nurses, Health Care Assistants and Theatre and CSSD operatives to embed the values and principles of personalised, coordinated and enabled care.
1.2	Deliver care based on evidenced practice, national programmes and standards Continue to roll out and monitor the implementation of the national programmes <ul style="list-style-type: none"> • Caring for the deteriorating patient- INEWS/IMEWS/EMEWS/PEWS • Identification and actioning of sepsis • PUTZ • Falls prevention • Continue the self-assessment against HIQA standards for safer and better healthcare Implement integrated pathways of care with community partners supporting clinical care programmes, Sláintecare and the Regional Health Authorities. Implement the Paediatric Model of Care. Develop a process for the governance and approval of new and updated nursing documentation and Policies Procedures and Guidelines (PPG's.).
1.3	Assure quality care through a strategic approach to measurement and audit. Develop and maintain a dashboard of quality indicators to be reported monthly. Display Quality dash board at ward level. Establish a structured mechanism for learning from incidents, complaints and audit. Monitor care bundle compliance and develop quality improvement plans (QIP's). Monitor and implementation of Quality Care Metrics and QIP's in addition to developing a tool to standardise collection. Measure and monitor performance and develop QIP's based on the trends in areas such as falls, pressure sore development, Health Care Associated Infections (HCAI's), patient flow, KPI's to reduce harm. Demonstrate nursing leadership in the implementation of QIP's. Implement QIP from SUH ED Trolley audit and ED Nursing documentation audit.
1.4	Care for patients in an appropriate, clean and safe environments Implement and maintain HIQA Standards for safer, better healthcare. Ensure the environment and equipment is appropriately cleaned and all Infection Prevention Control measures are adhered to. Environmental risk assessments are undertaken and QIP's developed and actioned.

1.5	<p>Develop a culture of agency for improving the quality of patient care</p> <p>Each ward will have at least one quality improvement initiative in progress that supports staff to lead on improving patient care.</p> <p>Standardise a suite of tools for use by all departments in quality improvement projects, utilising improvement science methodologies e.g. Lean, Six Sigma, HSE change guide.</p> <p>Build knowledge, capability and capacity in the nursing workforce in areas of quality improvement and audit.</p> <p>Participate actively and engage with the Dementia Improvement group (DIG) and SUH sub group.</p> <p>Work with the community and hospital to co design and enhance integrated services in Chronic Disease Hubs (CDH) and Older Persons Services (OPS) providing opportunities for both acute and community nursing to in reach and outreach leading to a more seamless patient journey.</p> <p>Enhance Integrated care pathways of care in line with ECC models of care for:</p> <ul style="list-style-type: none"> Chronic diseases Older persons services <p>Continue roll out of Model Wards and Red/Green days.</p>
1.6	<p>Continuously listen to and involve patients and their families when planning care, placing the person at the centre through collaboration and engagement.</p> <p>Support the implementation of the national guidelines for Assisted Decision Making.</p> <p>Support patients to make informed choices about their own health and wellbeing.</p> <p>Champion Person Centred Care initiatives, 'Hello my name is...' 'Make every Contact Count', Passport for people with Dementia.</p> <p>Promote the uptake of the National Inpatient Experience survey and implement QIP's.</p>
1.7	<p>Promote safe communication practices with and between teams/departments.</p> <p>Embed standardised communication tools for clinical handover safety huddle e.g. ISBAR and model ward processes in all departments.</p> <p>Promote and support Nurses HCA's and support staff to undertake the National Healthcare Communication Programme and use learning in their roles.</p>





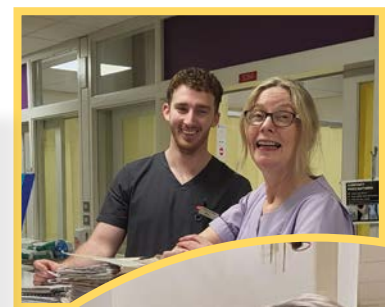
Strategic Goal: 2

Workforce, Staff engagement & Well Being

Ensure staff are supported to care for their patients and have capacity and capability to do so.

Goal 2 Workforce, Staff engagement & Well Being	
Objective	Ensure staff are supported to care for their patients and have capacity and capability to do so.
2.1	Utilise evidenced based tools to align workforce safe staffing levels with patient care needs.
	Implementing the National Safe Staffing Framework in ED, Medical and Surgical wards.
	Seek funding to Implement E-Rostering
	Identify and prioritise new development posts based on identified care needs.
	Implementing workforce planner sheets and identified tipping point flags for each Directorate.
	Increase the ANP workforce capacity within SUH.
2.2	Build on current staff nurse levels through recruitment and retention initiatives
	Engage with staff and HR regarding retention and recruitment.
	Work with HR to develop bespoke recruitment strategies to include monthly staff nurse interviews.
	Implement retention strategies e.g. exit interviews via electronic survey.
	Secure funding for additional staff to care for patients on trollies.
	Increase Paediatric workforce in ED.
	Support staff to complete the Hybrid Children's Nursing Registration programme in order to increase the number of RCNs in SUH.
	Build capacity to facilitate the increase in the number of undergraduate nursing practice placements.
	Promotion of General Nursing as a career through bespoke Transition year programmes
	Increase number of patient flow coordinators at ward level.
2.3	Facilitate the availability of resources to support staff – Nurses, HCA's, induction of new staff, adaptation programme participants and students.
	Increase the number of clinical facilitators and CPCs in clinical areas to meet service and national standard requirements.
	Standardise orientation/ competency programme for all grades of nurses.
	Continue to support the provision of the adaptation programme.
	Deliver nurse induction programme for all new graduates and new staff.
	Develop pathways for communication with staff.
	Reinvigorate a culture of protected time for education/clinical updates and the releasing of nursing staff outside of clinical areas.

2.4	Develop the role of the Health Care Assistants and support staff (Theatre Operatives and CSSD operatives)
	Deliver bespoke orientation and education programmes in line with the Department of Health and the HSE Review of the Role and Function of Health Care Assistants.
	Promote the HSE Sponsorship programme.
2.5	Engage in and invest in our Nursing, HCA and Support staff to ensure they feel valued and supported in their roles.
	Increase awareness and support diversity and inclusion for all staff in line with the HSE Diversity, Engagement and Inclusion guidance documents.
	Progress the transfer of tasks for nursing workforce across the service.
	Develop a mechanism for staff feedback.
	Develop a staff engagement forum for Nurses and HCAs and support and encourage active involvement in our hospital.
2.6	Care for the health and wellbeing of our staff
	Provide information on well-being supports for staff.
	Care for the physical, mental health and wellbeing of our staff.
	Promote and encourage access to Employee Assistance Programme.
	Provide access for nursing, HCA and support staff at the wellness studio.
	Partner with other departments to implement the priorities in the Healthy Ireland Framework.
	Provide supportive environments for break times and access to canteen and/or prepared food.
	Deliver ongoing Staff Vaccination programme, aiming to increase staff uptake.





Strategic Goal: 3

Leadership, Education and Research

Enhance education and professional development of the nursing workforce to meet the needs of their patients.

Goal 3 Leadership, Education and Research	
Objective	Enhance education and professional development of the nursing workforce to meet the needs of their patients
3.1	Nurture the leadership capability of nurses, HCA's and support staff at all levels.
	Develop leadership opportunities for all grades of nursing staff, including staff support to attend leadership courses.
	Utilise leadership resources available through ONMSD, National Clinical Leadership Centre for Nurses and Midwives (NCLC) to provide leadership development opportunities to all staff.
	Develop shadowing opportunities for CNM11 grades ED/Wards/staff nurses through "a day in the life programme "
	Provide information to staff on the HSE National HR Coaching Service.
	Implement the mandatory National Professional Development Plan for Nurses.
	Establish Nurse Led Clinics for patients post an ICU admission.
3.2	Strategically plan and support Nurse/ HCA education, ensuring that there is strong governance use of resources and funding
	Agree a training needs analysis via the education strategic group to steer strategic direction for nurses and HCA's in SUH.
	Develop an SOP for funding applications which aligns to service needs in SUH and offers equitable access to funding for all staff.
	Work with our education partners to plan education strategies for nursing e.g. ONMSD, NMPDU, CNME, and HEI's.
	Develop and maintain a record of staff professional development.
	Explore the option of implementing the mandatory Education & training Tracker (METT tool).
3.3	Develop education programmes based on identified clinical needs.
	Develop foundation programmes in specialist areas.
	Develop CNM2 Management course in partnership with local CNME and support staff to attend.
	Provide opportunities for interdisciplinary learning through SIM education.
	Promote the Nurse prescribing programme and support toward NMBI registration.
	Provide ongoing education in IP&C for nurses, students and HCA's and operatives and promote multidisciplinary education.

	Strategic approach to the delivery of quality assured education to Nurses, HCAs and support staff in SUH in response to staff engagement feedback, repeated risks, clinical incidents and clinical audit.
3.4	Develop a culture of continuous and lifelong learning.
	Celebrate Nurses/HCAs contribution to improving healthcare through events and publications.
	Deliver and support local Nursing conferences to support and show case local Research and Innovation from our Nursing staff.
3.5	Support the ongoing development of the quality clinical learning environments and supports for undergraduate nursing students.
	Implement compliance recommendations from NMBI for pre-registration programme inspection.
	Support departments/wards to meet NMBI Clinical Learning Environment standards and Requirements.
	Enhance supports in clinical practice to strengthen preceptorship.
3.6	Support the ongoing development and education of Healthcare Assistants
	Provide education and training opportunities for HCAs in line with Review of the Role of Health Care Assistants (HSE 2018) and for Support staff.
3.7	Encourage and facilitate innovation
	Promote a culture for staff to communicate innovations across the service.
	Build a culture where staff are aware of, encouraged and supported to submit applications through existing funding streams to fund various innovations i.e. NMPDU, SPARK.
3.8	Support a research positive culture among Nurses to lead, undertake and disseminate findings to influence practice.
	Utilise research as evidence to provide effective patient care.
	Build research capacity in Nursing.
	Establish and maintain Nursing Grand Rounds to promote sharing of evidenced based knowledge, skills and projects.





Strategic Goal: 4

Patient Engagement

To work in partnership with patients. To value patient, family and public engagement in order to better understand their needs.

Goal 4	Patient Engagement
Objective	To work in partnership with patients. To value patient, family and public engagement in order to better understand their needs.
4.1	<p>Create an environment where patients and healthcare staff are all working together, as partners, to improve the quality, safety and experience of healthcare and ensure that person centred care and treatment is provided.</p> <p>Develop the PALS office in SUH.</p> <p>Involve Patients and their families or significant others as partners in care.</p> <p>Utilise the guiding principles of the HSE Road Map for Engagement: Better Together document and the SAOLTA patient engagement strategy.</p> <p>Strengthen and support patient involvement on hospital committees.</p> <p>Continue senior management walk around to capture patient feedback.</p> <p>Roll out QIP from National inpatient survey .</p> <p>Implement Patient Passports for patients on a cognitive care pathway.</p>
4.2	<p>Improve communication with our patients, carers and the wider community across the continuum of care delivery.</p> <p>Develop local mechanism for patient feedback.</p> <p>Lead out on SUH patient engagement forum and increase opportunities for further engagement.</p> <p>Named nurse displayed.</p> <p>Re-establish comment boxes at ward level and develop actions from feedback</p> <p>Patient stories at meetings where relevant.</p>





Strategic Goal: 5

Digital

Nurses will have the appropriate technology available to them to enhance patient care.

Goal 5	Digital
Objective	Nurses will have the appropriate technology available to them to enhance patient care.
5.1	Support the integration of digital health into clinical practice sites.
	Develop opportunities for telemedicine for CNS/ANP Clinics.
	Implement voice dictation for ANP's and CNS's as service requires.
	Implement Digital INEWS.
	Support the implementation of Trend Care and implement E-Rostering.
	Implement new electronic audit tool to support HIQA standards.
	Maximise use of PIMS for KPI collection for ANP's, CNS's and Patient Flow.
	Provide nursing representation on SUH ICT committee and ERB national digital implementation committee.
	Support the implementation of eCAD's for undergraduate nursing students in conjunction with HEI partners
5.2	Support Nurses/HCA to embrace Digital health
	Enhance digital literacy through supporting further education and training in digital.
	Align future nursing digital projects to A Digital Roadmap for Nursing and Midwifery (2019) and All-Ireland Nursing & Midwifery Digital Health Capability Framework.
	Promote nursing as a key stakeholder at planning, evaluation and procurement phases and design phase of new digital health project.
5.3	Develop digital options for patient to access key information
	Implement QR codes for patient education /information.



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Acknowledgement

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