

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

**ANNUAL BUSINESS PLAN  
2017 – 2018**

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

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## Introduction

NIPEC's Annual Business Plan 2017/18 details how we will make best use of our resources to achieve our strategic objectives, as set out in our Corporate Plan 2017-2021.

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

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

This Plan focuses on major new and on-going work-streams for 2017/18, incorporating Department of Health (DoH) requirements and stakeholder's needs. It is not however intended to cover every aspect of NIPEC's work.

## NIPEC's Purpose, Value, Vision and Mission

During 2017/18 NIPEC will be guided by its Corporate Plan 2017-2021 which sets out our purpose, our values, our vision and our mission.

## Our Purpose

NIPEC was established in 2002 under the Health and Personal Social Services Act Northern Ireland (2002) as a Non-Departmental Public Body (NDPB) sponsored by the Department of Health (DoH).

### NIPEC's Statutory Responsibilities

To promote:

- high standards of practice among nurses and midwives
- high standards of education and learning for nurses and midwives
- professional development of nurses and midwives

and provide:

- guidance on best practice for nurses and midwives
- advice and information on matters relating to nursing and midwifery

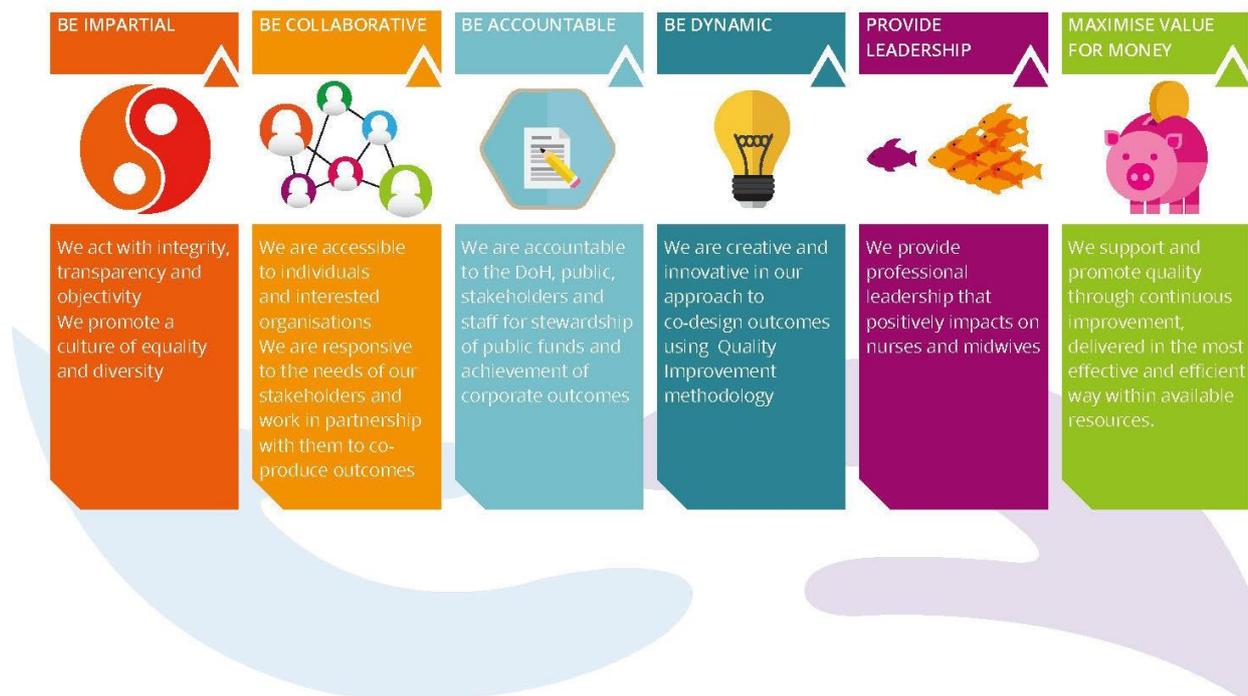
*Source: Health and Personal Social Services Act Northern Ireland (2002)*

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

## Our Values

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

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



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

## Our Vision

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

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



## Our Mission

### What we do:

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

## Strategic Context

This Annual Business Plan 2017/18 represents a challenging programme for NIPEC. NIPEC works within a strategic context where an ambitious work plan set by Programme for Government along with a reform agenda to improve health and social care services for people in Northern Ireland, is underway.

The Programme for Government 2016 – 2021<sup>2</sup> is being taken forward using an Outcomes Based Accountability (OAB) approach measured through indicators of success. There are eight strategic health indicators for success that contribute to the achievement of four population based outcomes, which are that:

- We enjoy long, healthy and active lives

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

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

In response to the Expert Panel report on Health and Social Services in Northern Ireland – ‘*Systems not Structures*’<sup>3</sup> (October 2016), the Health Minister set out a vision for change in *Health and Well Being 2026: Delivering Together*.<sup>4</sup> The vision is based on principles of *co-production* and *co-design* working in partnership with those who deliver the services to implement change. Key aims of the 10 year vision include:

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

Aligned to this the Minister has set up a Task Group reporting through the Chief Nursing Officer to consider opportunities for the reform of nursing and midwifery. The Task Group will outline the way forward for all areas of professional practice to support the transformation of services into the future.

NIPEC plays a particular role in supporting the vision and objectives of the Department of Health Chief Nursing Officer in the continued pursuit of excellence in the delivery of nursing and midwifery services to the population of Northern Ireland. This support will continue to be offered at this key time of change and opportunity within Northern Ireland.

A range of strategic policies which support reform and transformation of services have been developed within Northern Ireland including: *Quality 2020*;<sup>5</sup> *A Strategy for Maternity Care in Northern Ireland 2012-2018*;<sup>6</sup> *Making Life Better*<sup>7</sup> *The Right Time, The Right*

<sup>3</sup> Expert Panel Report, Department of Health. (2016). *Systems, Not Structures. Changing Health and Social Care*. Available for download at: <https://www.health-ni.gov.uk/publications/systems-not-structures-changing-health-and-social-care-full-report>

<sup>4</sup> Department of Health. (2016). *Health and Wellbeing 2026: Delivering Together*. Available for download at: <https://www.health-ni.gov.uk/sites/default/files/publications/health/health-and-wellbeing-2026-delivering-together.pdf>

<sup>5</sup> Department of Health, Social Services and Public Safety (2011b) *Quality 2020: A 10 Year Strategy to Protect and Improve Quality in Health and Social Care in Northern Ireland*. Belfast: DHSSPS.

<sup>6</sup> Department of Health, Social Services and Public Safety (2012) *A Strategy for Maternity Care in Northern Ireland 2012 – 2018*. Available at: <http://www.dhsspsni.gov.uk/maternitystrategy.pdf>

<sup>7</sup> Department of Health, Social Services and Public Safety (2014a) *Making Life Better. A Whole System Strategic Framework for Public Health 2013 – 2023*. Available at: [https://www.dhsspsni.gov.uk/sites/default/files/publications/dhssps/making-life-better-strategic-framework-2013-2023\\_0.pdf](https://www.dhsspsni.gov.uk/sites/default/files/publications/dhssps/making-life-better-strategic-framework-2013-2023_0.pdf)

Place,<sup>8</sup> *Improving the Patient and Client Experience*,<sup>9</sup> *eHealth and Care Strategy for Northern Ireland*<sup>10</sup>.

NIPEC will also continue to support the development of and responses from across nursing and midwifery, to emerging professional policy, strategy and regulatory requirements such as: *Nursing and Midwifery Council Strategy*,<sup>11</sup> *The Code*;<sup>1</sup> outcome of the NMC review of the standards for pre-registration nursing education, along with recommendations and findings of data from local and public inquiries and investigations.

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

NIPEC strives to be an outward facing organisation: providing leadership for a positive impact and endeavouring to hold the respect of a wide range of stakeholders within a 'values based' approach. NIPEC collaborates, engages and consults with a wide range of stakeholders throughout each business year to deliver a programme of work that has an impact on the delivery of care/services in Northern Ireland and beyond. The principle of co-production underpins NIPEC's stakeholder communication and engagement, living out the ethos of the fourth element of the 'quadruple aim', cited in *Systems Not Structures and Health and Wellbeing 2026: Delivering Together*<sup>3</sup>.

During 2017/2018 NIPEC plans to work closely with the NMC to review the standards for pre-registration nursing education. It is anticipated the revised standards will include an increased emphasis on promoting health and wellbeing, supporting self-management and self-care, research, and the flexibility to care for the whole person across the human lifespan (whether physical, mental or learning disability-related).

Collectively these drivers will generate significant change, not only for services but also for the nursing and midwifery professions; an agenda which is characterised by both scale and pace. There is a need to continue to focus on the development of the nursing and midwifery workforce so that practice, education and development can reflect need at individual, community and population level.

As a regional enabler, NIPEC is well placed to facilitate and support developments of the professions within the change agenda.

NIPEC is committed to effective, positive multi-professional partnership working and collaboration with a wide range of stakeholders from various sectors in order to promote

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<sup>8</sup> Donaldson, L., Rutter, P. & Henderson, N. (2014) *The Right Time, The Right Place* Available at: <http://www.dhsspsni.gov.uk/donaldsonreport270115.pdf>

<sup>9</sup> Department of Health, Social Services and Public Safety (2009) *Improving the Patient and Client Experience*. Belfast: DHSSPS.

<sup>10</sup> Health and Social Care Board. (2016). *eHealth and Care Strategy for Northern Ireland*. Available for download at: <https://www.health-ni.gov.uk/sites/default/files/publications/dhssps/interactive-ehealth-strategy.pdf>

<sup>11</sup> NMC (2015a) *Strategy 2015-2020: Dynamic Regulation for a Changing World*. London: NMC. Available at: [http://www.nmc.org.uk/globalassets/sitedocuments/annual\\_reports\\_and\\_accounts/strategy-2015-2020-final-web.pdf](http://www.nmc.org.uk/globalassets/sitedocuments/annual_reports_and_accounts/strategy-2015-2020-final-web.pdf)

and support the practice, education and professional development of nurses and midwives to facilitate the delivery of safe, effective, person-centred, compassionate services.

In addition, NIPEC plays a key role in leading or contributing to quality improvement projects and initiatives across Northern Ireland and at a national level and responds to organisations that require bespoke work programmes, should specific practice based issues emerge. NIPEC also continues to actively engage in activities to support the implementation of the *Quality 2020 Strategy* (DHSSPS, 2011b), which can be demonstrated in its work which is both directly and indirectly associated with the aims and objectives of *Quality 2020*.

## **NIPEC's Work in 2016/17**

During 2016/17, NIPEC met its corporate responsibilities along with delivering against the strategic priorities and objectives presented in its Corporate Plan 2014-2017 including:

### **Practice:**

- Continued to support the implementation of NMC Revalidation for Nurses and Midwives in NI and contributed to work by the NMC to evaluate revalidation
- Facilitated and supported a Regional Group to agree a set of high level Key Performance Indicators (KPIs) and the parameters for measurement and monitoring to demonstrate the unique contribution of nurses and midwives
- Produced five data reports for the Health and Social Care Trusts relating to supervision in nursing during December 2015 – February 2016. Convened a Programme Board to oversee the production of a regional framework for supervision in nursing and midwifery
- Led the development of regional data set for children's in-patient and learning disabilities care settings for person-centred nursing assessment and plan of care
- Commenced production of a regional framework for supervision in nursing and midwifery, including the constitution of sub groups for midwifery, safeguarding and nursing supervision.
- Continued to lead on the coordination of audit and improvement plans across care settings in the five HSC Trusts related to record keeping practice in nursing
- Piloted a new regional approach to person centred care planning
- Piloted a regional data set in Emergency Departments for a person-centred nursing assessment and plan of care record
- Supported the review of the endoscopy day case nursing record.

**Education:**

- Quality assured a selection of, non-NMC regulated, DOH commissioned education and learning activities.
- Submitted an Annual Report of quality assurance activity to DOH
- Refreshed the Quality Assurance Framework for Non NMC approved commissioned education programmes.
- Commenced an initiative to further develop the Framework to evaluate the impact in practice of commissioned educational programmes and activities
- Engaged and continues to collaborate with NMC in relation to the 'Future Nurse' programme of work
- Commenced a review of Multiple Mini Interviews within the application and selection process for nursing pre-registration programmes in Northern Ireland
- Conducted a scoping exercise in relation to induction programmes for Band 5/Band 6

**Professional Development:**

- Launched the Professional Framework for Emergency Care Nursing
- Led work to develop a framework on behalf of the UK CNO group to promote professionalism in the context of revalidation and the new NMC Code (2015)
- Supported the co-chairs of Quality 2020 Attributes Framework Implementation Group to develop resources to facilitate implementation of the Attributes Framework within the HSC
- Developed a range of tools and resources to enable nurses and midwives to develop their knowledge, skills and behaviours in particular areas of practice
- Hosted a range of events to promote high standards of practice, education and professional development among nurses and midwives including NIPEC's annual conference
- Supported the NI Collaborative to progress a number of work streams stemming from the Northern Ireland Action Plan including a "Description of the Learning Disabilities Workforce in Northern Ireland"
- Completed an Impact Measurement of *The Respiratory Competence Assessment Tool (2012)*
- The Career Framework for Specialist Practice Nursing Roles has been developed.

### **Advice, Guidance and Information:**

- Hosted and facilitated a regional forum for senior nurses working in the Independent and Voluntary sector;
- Submitted NIPEC's Annual Quality Report in line with the implementation of the *Quality 2020 Strategy* (DHSSPS, 2011b)
- Submitted responses to consultations on a range of emerging strategies and policies, often facilitating practitioner responses from across Northern Ireland.
- Disseminated advice, guidance and information from the NMC relating to revalidation across the system
- Hosted a workshop to support development of a regional framework for delegation of nursing and midwifery care. Nominated delegates from the workshop convened a task and finish group to further develop and test the draft framework
- Facilitated the co-production of an E-Learning Programme to support Level 1 of the *Q2020 Attributes Framework* which has been launched and red badges awarded to those who have successfully completed it.

The full range of activities is available on NIPEC's website at [www.nipec.hscni.net](http://www.nipec.hscni.net)

The Business Plan 2017/18 is aimed at driving positive change in the delivery of health and social care services for the population of Northern Ireland.

### **NIPEC's Work in 2017/18**

In 2017/18 we will continue to focus our work on our core functions and supporting areas. The following sections which provide details of the key actions under each of these areas. NIPEC's evidence-based prioritisation matrix has been used to prioritise these key actions.

Reports on progress against each of the key actions will be submitted on a regular basis to NIPEC's Council

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

## 1. Promote high standards of practice among nurses and midwives

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

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

This is underpinned by *The NMC Code (2015b)* which requires nurses and midwives to provide a high standard of practice and care at all times through always practising in line with the best available evidence, communicating effectively, working co-operatively, keeping skills and knowledge up to date, working within the limits of competence, keeping clear and accurate records and raising concerns immediately.

### **NIPEC's Responsibilities**

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

In fulfilling NIPEC's responsibility to promote high standards of practice among nurses and midwives during 2017/18, we will continue to provide strategic leadership and the implementation of a proactive, flexible and responsive work programme. This includes leading or facilitating regional projects and initiatives and developing, monitoring and reviewing resources to enable improvements in professional practice.

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

During 2017/18, NIPEC will continue to strive to maximise the impact of its work on the nursing and midwifery workforce by ensuring the effective use of resources, working collaboratively with stakeholders and delivering high quality products and outcomes which are informed by key strategic direction and policy within agreed timescales.

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



**NIPEC will promote High Standards of Practice by:**

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

**NIPEC's Priorities 2017 – 2018**

Key Priority	Actions	Timescale
1a	<p>Continue to develop the Recording Care Project in relation to:</p> <ul style="list-style-type: none"> <li>• Implementation and evaluation of the agreed regional approach to person centred care planning</li> <li>• Development of standards for nursing practice to support person centred care planning approaches</li> <li>• Implementation of improvement methodologies for record keeping practice in children's and learning disabilities care settings</li> <li>• Explore opportunities for further resources/investment to support expansion</li> </ul> <p>Ensure the work directly supports and informs the development of the rollout of the e-health and informatics strategy</p>	Ongoing

## NIPEC's Priorities 2017 – 2018

1a	<p><b>Nursing and Midwifery Supervision</b></p> <p>Develop a model for Nursing and Midwifery Supervision within a single policy framework for Northern Ireland.</p>	Mar 2018
1a	<p><b>Maternity Strategy 2012-2018 (Phase Two):Community Maternity Care project:</b> Develop a revised model of postnatal care implementing Objectives 21 and 22 of the Maternity Strategy</p> <ul style="list-style-type: none"> <li>• Describe and assess current models of postnatal community maternity</li> <li>• Based on best practice develop a revised model of post natal care</li> </ul>	<p>Sept 2017</p> <p>Oct 2017</p>
1c	<p><b>General Practice Nursing</b></p> <ul style="list-style-type: none"> <li>• Develop a Competency Framework</li> <li>• Develop a Career Pathway</li> </ul>	From Sept 2017
1d	<p>Impact measurement of specific NIPEC work:</p> <ul style="list-style-type: none"> <li>• Preceptorship Framework</li> </ul>	Oct 2017

## 2. Promote high standards of education among nurses and midwives

The NMC requires that nurses and midwives “must have the knowledge, skills and competence for safe practice” (NMC, 2015b, page 18). The HSC relies on nursing and midwifery education to prepare and maintain competent and caring practitioners who demonstrate professional behaviours and values but also education that continues to develop skills in practice and research throughout professional careers. The provision of effective education and learning for nurses and midwives enables them to deliver evidence-informed care that is safe, person-centred and enhances patients’ experiences and outcomes (NES, 2014).

### **NIPEC’s Responsibilities**

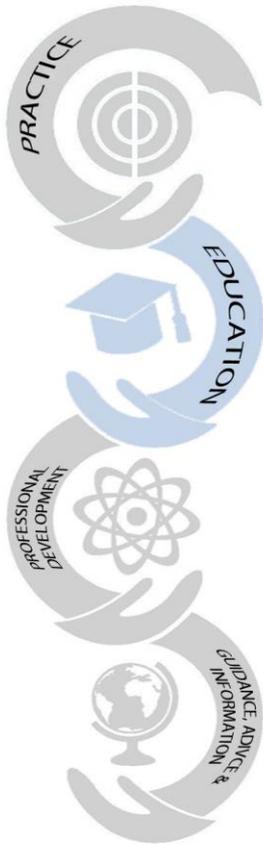
In fulfilling NIPEC’s responsibility to promote high standards during 2017/18, we will continue to undertake a range of activities to assure standards and influence educational developments, providing leadership to the learning and education activities of the registrant population. NIPEC will continue to maintain strategic alliances with a range of organisations and contribute to relevant education fora at local, national and international levels, for example; the NMC Education Stakeholder Forum; NMC Future Nurse Sponsoring Board; DoH Central Nursing and Midwifery Advisory Committee’s (CNMAC) Sub-Committee for Workforce and Education and the regional Education Commissioning Group (ECG); to ensure it can influence and support the nursing and midwifery workforces to respond to existing and emerging regulatory policy and strategic priorities.

During 2017/2018 NIPEC will continue to:

- support the evaluation of revalidation in Northern Ireland,
- contribute to the development of NMC pre-registration nursing standards
- support the development and outworking’s of an NMC Education Strategy.

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

NIPEC will continue to play a lead role in quality assuring non NMC regulated education activities commissioned by the DOH through the Education Commissioning process for Nurses and Midwives during 2017/18. Each year, NIPEC through the DOH, agrees with the ECG, a sample of education activities for quality assurance monitoring. Monitoring is undertaken in accordance with an agreed framework, *The Quality Assurance Framework for Monitoring Development and Education Activities Commissioned by the DHSSPS (Non-NMC Registered or Recorded)* (2016).



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

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

**Key actions for 2017/18**

<b>Key Priority</b>	<b>Actions</b>	<b>Timescale</b>
2a	Quality Assure non-NMC education programmes as agreed with the Department of Health.	Oct 2017
2b & 2c	<p>“Future Nurse”</p> <ul style="list-style-type: none"> <li>• Continue to engage and collaborate with the NMC in relation to the ‘Future Nurse’ programme of work</li> </ul>	NMC Timescales

### 3. Promote the professional development of nurses and midwives

Professional development is an essential component of every nurse's and midwife's career journey. It enables *“the systematic maintenance, improvement and broadening of knowledge and the development of personal qualities necessary for the execution of professional and technical duties throughout the practitioner's working life”* (Friedman & Phillips, 2010).

Nurses and midwives are required by the NMC “to keep your knowledge and skills up to date, taking part in appropriate and regular learning and professional development activities that aim to maintain and develop your competence and improve your performance” (NMC, 2015 page 17).

Knowledgeable and competent practitioners are essential in ensuring the delivery of safe, effective, compassionate and person-centred practice. Much of the recent literature now focuses on a fundamental requirement of the modern practitioner and their employers to have healthy resilience strategies. The development of resilience in all practitioners is an essential requirement for those in training in today's complex and challenging health care environment.

#### **NIPEC's Responsibilities**

In fulfilling NIPEC's responsibility to promote the professional development of nursing and midwifery during 2017/18, NIPEC continues to engage with its stakeholders to lead and collaborate on the development of a range of resources, which are fit for purpose and easily accessible.

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

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



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

- 3a. Promoting professionalism within the principles of The Code<sup>1</sup>.**
- 3b. Leading the development of a range of resources through engagement and collaboration with stakeholders that maintain and develop the professional practice of nurses and midwives aligned to the strategic transformation of services in Northern Ireland.**
- 3c. Supporting the development of professional roles of nurses and midwives across all areas of practice.**
- 3d. Promoting innovation in professional development activities through digital technology advances.**

**Key actions for 2017/18**

Key Priority	Actions	Timescale
3a	Work with the four CNOs to produce resources to support professionalism.	UK CNO timescale
3a	<b>Attributes Framework</b> Coordinate the development and production of programmes for those responsible for Driving (Level 3) and Directing (Level 4) quality improvement and safety within organisations.	Mar 2018
3a	<b>Specialist Practice Nursing</b> Continue to lead development of bespoke resources related to Specialist Practice Nursing <ul style="list-style-type: none"> <li>• District Nursing</li> <li>• Palliative Care</li> <li>• Diabetes (paediatric)</li> <li>• Tissue viability</li> </ul>	Mar 2018 Sept 2017 Oct 2017 Mar 2018

3b	Develop a Safeguarding Adults Competency Framework for Nurses and Midwives	Initiated May 2017 on-going 2018-2019
3b	<p>NI Collaborative – Strengthening the Commitment Continue to support the NI Collaborative to progress the Actions within the NI Action Plan including:</p> <ul style="list-style-type: none"> <li>• Support the Learning Disabilities Nursing Professional Forum.</li> <li>• Explore the development of a Career pathway for RNLD</li> <li>• Support the development of a KPI</li> <li>• Evaluate the impact of the RCN Leadership programme</li> <li>• Lead the production of an annual report for CNO</li> <li>• Support the development of an outcomes measurement framework for Learning Disabilities Nursing</li> </ul>	<p>From Mar 2017</p> <p>From Mar 2018</p> <p>Sept 2017</p> <p>From April 17</p> <p>Oct 2017</p> <p>Dec 2017</p>
3c	Review and make recommendations on the role of link nurses <sup>12</sup> in HSC Trusts	Mar 2018
3c	Develop a Professional Framework for Mental Health Nursing	From September 2017

<sup>12</sup> Link nurses are part of a system that shares information and provides formal, two-way communication between specialist teams and **nurses** in the clinical area

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

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

### **NIPEC’s Responsibilities**

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

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

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

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

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



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

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

**Key actions for 2017/18**

Key Priority	Actions	Timescale for completion
4a	Develop a professional framework for delegation of nursing and midwifery practice	Mar 2018
4b/2d	<p><b>Support Resilience Across the nursing and midwifery workforce</b></p> <p>Work with stakeholders to agree standardised job roles for band 8a lead nurses and midwives, focusing on professional governance, regulatory, safety and quality requirements of the role in supporting bed to boardroom assurances</p>	<p>Part 1 Dec 2017</p> <p>Part 2 Initiate April 2018</p>

4c	<p>Integrated Teams:</p> <ul style="list-style-type: none"> <li>• Work in partnership with Northern Ireland Social Care Council and through the application of QI methodologies develop guidance for professional staff working in Integrated Teams in relation to a specific area of practice/care delivery</li> <li>• Reconsider Team Leader Framework in the context of working in integrated teams</li> </ul> <p>To note this action will be used as part of the Quality Improver Advisor Programme (IHI) to be undertaken by one Senior Professional Officer.</p>	<p>Nov 2017</p> <p>From Dec 2017</p>
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## 5. Governance and Performance

### **Governance and Performance NIPECs Responsibilities**

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

### **Service Level Agreements**

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

### **Financial**

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

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

### **Human Resources**

NIPEC recognises that its workforce is its greatest resource and one they value and wish to continue to involve, engage, empower, develop and support. The contribution of staff is central to the delivery of NIPEC's corporate and business objectives and therefore staff are at the heart of what NIPEC does. Staff engagement events during 2016-17 provided an opportunity to understand the value and diversity of individuals and their contribution to the organisation. The resulting Team Effectiveness Action Plan and the continued delivery of this will ensure the organisation engages with and supports staff, monitoring individual and team morale and resilience as the organisation moves forward within a financially constrained environment. NIPEC also strives to provide and support a working environment which promotes health and wellbeing. During 2016-17, NIPEC's Health and

Social Wellbeing Committee continued to deliver a programme of activities aimed at supporting the health and wellbeing of staff within the workplace.

NIPEC continues to hold its Investors in People accreditation and, as an employer, seeks to engender a strong sense of professional fulfilment amongst its staff by examining opportunities for personal development and secondment opportunities.

The internal organisational structure is kept under constant review to ensure that it meets NIPEC's needs. In 2015-16 as part of NIPEC's revenue financial savings plan two part-time members of staff (1.3 wte) took up VES offers and left the organisation on the 31<sup>st</sup> March 2016. These posts were suppressed and subsequently removed from the organisation's staffing structure.

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

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

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

## **Property and Assets**

NIPEC as a public body will continue to strive to achieve maximum benefit from both its property and assets and keep under review its property Asset Management (PAM) plan for the period 2016-17 to 2021-22.

Therefore, NIPEC as a Non-Departmental Public Body (NDPB) of the DoH supports and is committed to the objectives of the Executive approved Asset Management Strategy to:

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

As a tenant of Centre House, NIPEC's three year lease expired on the 30<sup>th</sup> November 2016. Therefore, a SOC/Business Case was submitted to the Department of Health (DoH) and Department of Finance (DoF) in September 2016. This was approved on the 15<sup>th</sup> September 2016 by DoF and NIPEC renewed its lease from 1<sup>st</sup> December 2016 for a further three year period.

## Information and Communication Technology (ICT)

NIPEC currently maintains and updates the following three websites:

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

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

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

and also a number of micro sites.

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

NIPEC has placed a number of electronic resources within its main website to facilitate the nursing and midwifery profession within the HSC Sector.

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

## Accountability and Monitoring

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

## Equality

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

NIPEC is committed to the promotion of good relations between people of differing religious belief, political opinion and, or racial group. As a health and social care organisation we are committed to promoting respect for diversity and to challenging sectarianism and racism in both employment and services.

## Key actions for 2017/18

Key Priority	Actions	Timescale for completion
5A	Continue to maintain a robust governance and accountability framework through the effective management and monitoring of corporate and financial performance. Taking into account DoH requirements and timescales.	31 <sup>st</sup> Mar 2018
5B	Comply with HSC corporate governance, legislative requirements and best practice through risk management, internal controls systems and external assurance processes.	31 <sup>st</sup> Mar 2018
5C	Achieve the financial breakeven target of <b>0.25% or £20k</b> (whichever is the greater) of revenue allocation by March 2018.	31 <sup>st</sup> Mar 2018
5D	Continue to ensure that a suitable skills base is maintained in regard to business cases and for capital, external consultancy/ revenue business cases, ensure that they comply with relevant guidance and that submission to DoH is in line with agreed timeframes.	During 2017/18
5E	Continue to ensure that NIPEC has systems in place to support the professional staff to revalidate using the NMC Revalidation Model.	During 2017/18
5F	Produce a Corporate Plan for the period 2017 – 2021 and a Business Plan for 2018 - 2019, taking account of any targets/outcomes set by the DoH.	Mid-Dec 2017
5G	Continue to take forward, as appropriate, actions identified from the review of the HSC 2015 Staff Survey.	31 <sup>st</sup> Mar 2018
5H	To monitor and maintain staff absence rates below the target of 4.00%.	During 2017/18
5I	Review NIPEC's Disability Action Plan 2015-18 and Equality Action Plan 2013-18 with a view to the development of and public consultation on new plans for publication on 1 April 2018.'	31 <sup>st</sup> Mar 2018

Key Priority	Actions	Timescale for completion
5J	<p>Ensure compliance with the DoH processes and timescales for the completion of:</p> <p>Mid-year Assurance Statement and End year Governance Statement.</p> <p>Board Governance Self-assessment Tool NAO Audit Committee Checklist.</p> <p>Mid-year and end-year accountability meetings.</p> <p>The Controls Assurance Standards process Property Asset Management Plan 2017-18 to 2022-23.</p>	<p>31<sup>st</sup> Mar 2018</p> <p>Aug 2017</p>
5K	<p>Continue to review Information Communication and Technology (ICT) provision, within financial resources, to ensure effectiveness of NIPEC's work, costs to NIPEC and increased efficiency.</p>	<p>During 2017/18</p>
5L	<p>Take forward any recommendations for year two, arising from the five-year review of NIPEC's Equality Scheme submitted to the Equality Commission NI at the end of March 2016.</p>	<p>During 2017/18</p>

## Abbreviations

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



## **Alternative Formats**

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

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

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

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**ISBN: 978-1-903580-48-6**