

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

**ANNUAL BUSINESS PLAN  
2019 – 2020**

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

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## **Introduction**

The Northern Ireland Practice and Education Council (NIPEC) Annual Business Plan for 2019-20 details how we will make best use of our resources to achieve our strategic objectives, as set out in our Corporate Plan 2017-21.

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 robust governance and outcomes based accountability framework.

This Plan focuses on major new and on-going work-streams for 2019-20, 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 2019-20 NIPEC will be guided by its Corporate Plan 2017-21 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, midwives and nursing associates*. London: NMC. Available at: <https://www.nmc.org.uk/globalassets/sitedocuments/nmc-publications/nmc-code.pdf>

## 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 2019-20 represents a challenging programme for NIPEC. NIPEC works within a strategic context where an ambitious work plan set by Draft Programme for Government along with a reform agenda to improve health and social care services for people in Northern Ireland, is underway.

The Draft Programme for Government 2016–21<sup>2</sup> continues to set out the ambition to support people to lead long healthy and active lives in Northern Ireland (NI). 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.

The ambitious 10 year programme of change to health and social care in Northern Ireland outlined in, *Health and Well Being 2026: Delivering Together*<sup>3</sup> continues to set out the vision for transformation. *Delivering Together* was based on the Expert Panel report on Health and Social Services in Northern Ireland – ‘*Systems not Structures*’<sup>4</sup> (October 2016), In line with the Department of Health Co-production Guide (2018)<sup>5</sup> the vision is based on principles of *co-production* and *co-design* working in partnership with those who use services and those that deliver 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.

Regular Transformation progress reports are published by the DoH which reflects the progress achieved so far.

Aligned to this, the previous Minister set up a Task Group (chaired by Sir Richard Barnett), which aims to maximise the contribution of nursing and midwifery to improving outcomes for the population. NIPEC will continue to support this significant programme as it moves forward in 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.

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<sup>3</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>4</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>5</sup> Co-Production Guide for Northern Ireland, “Connecting and Realising Value Through People” (2018). Available at: <https://www.health-ni.gov.uk/sites/default/files/publications/health/HSCB-Co-Production-Guide.pdf>.

In addition to *Health and Well Being 2026: Delivering Together*,<sup>6</sup> a range of extant and emerging strategies and policies which support reform and transformation of services have been developed within Northern Ireland including: *Quality 2020*;<sup>7</sup> *Making Life Better*;<sup>8</sup> *The Right Time, The Right Place*;<sup>9</sup> *Improving the Patient and Client Experience*;<sup>10</sup> *eHealth and Care Strategy for Northern Ireland*;<sup>11</sup> *A Strategy for Children's Palliative and End of Life Care 2016-26*;<sup>12</sup> *A Strategy for Paediatric Healthcare Services provided in Hospitals and in the Community 2016-26*;<sup>13</sup> and *HSC Collective Leadership Strategy*.<sup>14</sup>

In support of the transformation agenda, the 'Confidence and Supply Transformation Fund' was established during 2018-19 through the DoH. NIPEC successfully submitted a number of business proposals seeking funding to support three specific workstreams including:

- Future Nurse-Future Midwife
- Transforming Nursing and Midwifery Data
- Post Registration Programme leading to a Masters in Nursing

Through this additional funding, NIPEC established Transformation programmes of work in 2018-19 to take forward these projects.

- Future Nurse Future Midwife

During 2019-20 NIPEC will continue to lead work, on behalf of the CNO, to support the outworking of the Future Nurse Future Midwife pre-registration education standards (NMC 2018)<sup>15</sup> in education and in practice settings. The new standards 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). This is a significant programme of work and NIPEC is instrumental in leading and supporting the implementation of the new pre-registration standards for all stakeholders with particular focus on:

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<sup>6</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>7</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. Available at: <https://www.health-ni.gov.uk/sites/default/files/publications/dhssps/q2020-strategy.pdf>

<sup>8</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.health-ni.gov.uk/sites/default/files/publications/dhssps/making-life-better-strategic-framework-2013-2023\\_0.pdf](https://www.health-ni.gov.uk/sites/default/files/publications/dhssps/making-life-better-strategic-framework-2013-2023_0.pdf).

<sup>9</sup> Donaldson, L., Rutter, P. & Henderson, N. (2014) *The Right Time, The Right Place* Available at: [https://www.health-ni.gov.uk/sites/default/files/publications/dhssps/donaldsonreport270115\\_0.pdf](https://www.health-ni.gov.uk/sites/default/files/publications/dhssps/donaldsonreport270115_0.pdf).

<sup>10</sup> Department of Health, Social Services and Public Safety (2009) *Improving the Patient and Client Experience*. Belfast: DHSSPS.

<sup>11</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>12</sup> Department of Health (2016) *A Strategy for Children's Palliative and End of Life Care 2016-26*. Belfast DoH. Available at: <https://www.health-ni.gov.uk/sites/default/files/publications/health/paediatric-strategy-palliative-end-of-life-care.PDF>.

<sup>13</sup> Department of Health (2016) *A Strategy for Paediatric Healthcare Services provided in Hospitals and in the Community 2016-26*, Belfast DoH. Available at: <https://www.health-ni.gov.uk/sites/default/files/publications/health/paediatric-strategy-hospital-andcommunity.pdf>.

<sup>14</sup> Department of Health (2017) *HSC Collective Leadership Strategy*. Available at: <https://www.health-ni.gov.uk/publications/hsc-collective-leadership-strategy>

<sup>15</sup> NMC (2018) *Standards framework for nursing and midwifery education*. London. NMC. Available at <https://www.nmc.org.uk/standards-for-education-and-training/standards-framework-for-nursing-and-midwifery-education/>.

- Curriculum Development
  - Development of a Practice Assessment Document
  - Arrangements for Supervision and Assessment
  - Engagement and Communication
- Transforming Nursing and Midwifery Data

Building on the work of the Recording Care work stream which aims to improve the standard of nursing and midwifery record keeping practice using improvement science, and in the context of a range of recommendations from the Hyponatraemia Inquiry (including reference to the importance of care planning and effective handover), this programme of work is to be further developed and up scaled. This will substantially meet these and other recommendations supporting the nursing and midwifery workforce to evidence the contribution and outcomes of nursing care and interventions whilst moving towards digital adoption in the context of the Encompass and broader programmes of work. This regional initiative will specifically transform practice, prepare and support the nursing and midwifery professions to lead and implement transformational change. It will champion an innovative approach to recording plans of nursing and midwifery care across a range of practice and service settings. More specifically this initiative will:

- Enable the transformation of practice culture within HSC Trusts to support the adoption of the regionally agreed '**PACE**' (***Person-centred Assessment, Care planning and Evaluation Framework***) approach to nursing and midwifery care planning.
  - Support the transformation of nursing and midwifery care planning within HSC Trusts
  - Support practice and transformation of services based on data collection, analysis and triangulation.
- Post Registration Masters Programme in Nursing

The newly developed Post Registration Masters Programme in Nursing aims to support and develop individuals to become future nursing leaders, to deliver transformational change within a range of nursing services and environments and improve outcomes for patients and service users as highlighted within the Draft Programme for Government (2016), Quality (2020) and Delivering Together (2016). In addition, the programme aims to develop and test a model of support for recruitment and retention of nursing staff working in partnership with Trusts and with the Independent sector. Thirty newly registered nurses will complete a 2 year fast track post registration rotational programme with placements in acute and community, and statutory and independent settings.

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.

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 has focused on developing its staff in improvement science and quality improvement methodologies in line with the implementation of the Q2020 Attributes Framework (AF). During 2018-19 staff have completed or commenced the following training:

- A Senior Professional Officer completed the Institute of Health Improvement (IHI) Improvement Advisor Programme ( Quality 2020 AF level 3)
- A Professional Officer completed the South Eastern Trust's Safety Quality and Patient Experience programme (Quality 2020 AF Level 2)
- NIPECs Corporate Services Manager completed the South Eastern Trust's Safety Quality and Patient Experience Programme (Quality 2020 AF Level 2)
- A Senior Professional Officer commenced the Scottish Improvement Leader Programme (ScIL19)

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. The Health and Social Care (HSC) system is currently undergoing a significant period of transformation and reform, whilst dealing with an uncertain political context and the implications of Brexit.

At a time of significant change NIPEC remains committed to effective, positive multi-professional partnership working and collaboration with a wide range of stakeholders from various sectors in order to promote and support the practice, education and professional development of nurses and midwives to facilitate the delivery of safe, effective, person-centred, compassionate services. NIPECs approach to its work reflects the approach outlined in the HSC Collective Leadership Strategy (2017). The strategy describes collective leadership as consisting of four key components:

- Leadership being the responsibility of all
- Shared leadership in and across teams
- Interdependent and collaborative system leadership
- Compassionate leadership.

NIPEC will continue to work within a culture that aims to deliver high quality, continuously improving, compassionate care and support which aims to equip and encourage those working in HSC to deliver continuous improvement.

These on-going drivers will continue to create significant change, not only for services but also for the nursing and midwifery professions. The scale and pace of these changes set within a challenging context remain significant. 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 development of the professions within the change agenda.

NIPEC continues to update its websites and applies robust mechanisms to ensure that they are easily accessible and useful resources to support the practice, education and professional development of nurses and midwives. The websites are continually adapted to ensure that they meet the needs of nurses and midwives in Northern Ireland and in May 2018 were updated in to reflect the new General Data Protection Regulation (GDPR) guidelines. In particular, the online portfolio has been refreshed to enable it to be easily accessible via mobile and smart phone technology.

NIPEC has continued to enhance its engagement with stakeholders through social media: Facebook and Twitter and has increased its followers on both platforms. NIPEC Senior Professional Officers engaged in “Twitter chats” with members of Steering Groups and key stakeholders to raise awareness of NIPEC resources and to seek views from frontline staff on how best to spread their adoption and implementation. NIPEC will continue to develop its social media presence to reach a wider audience of registrants and promote its resources.

NIPEC continues with its roadshow approach to increase the number of frontline staff it engages with. Once again the Executive Directors of Nursing supported NIPEC to hold its events in HSC Trust locations across NI with a total of 109 registrants attending seven events between September and October 2018. (2017: 79 attended)

From the survey returned, 77 respondents commented on the usefulness of NIPEC resources. Of these, 87% of respondents were very aware/ aware of the online portfolio; interestingly the next highest score was for the Standards for Nursing and Midwifery Record Keeping Practice, with 79% of the 75 respondents being very aware/ aware of this resource. In contrast for the resources that respondents were not aware of, Pace Care Planning (*NB: This is currently being rolled out therefore not available in all settings at this time*) and the Learning Agreement Template had the highest percentage value with 32% 28% respectively. It is worth noting however that of those respondents that stated they were very aware / aware of these two resources (49% and 39% respectively), they commented positively on the usefulness of these resources. It is important that NIPEC reflects on this information in order to ensure that an effective strategy continues to be

developed with each resource to raise awareness among the registrants it is designed to help. Importantly the majority of respondents who were aware of the resources were positive about their usefulness to them.

## **NIPEC's Work in 2018-19**

During 2018-19, NIPEC met its corporate responsibilities along with delivering against the strategic priorities and objectives presented in its Corporate Plan 2017-21 including the following:

### **Practice:**

#### **Recording Care**

- Secured transformation funding and as a consequence established an infrastructure to build on the work of the Recording Care work stream
- Continued an ambitious implementation programme to implement and embed the Person-centered, Assessment, Care Planning, Evaluation (PACE) nursing care planning approach in adult in-patient, children in-patient and Type 1 Emergency Departments
- Agreed a revised regional admission data set for adult hospital based care in Northern Ireland
- Rolled out awareness training and supporting resources to implement the regional data set across all inpatient adult settings in the HSC Trusts
- Working collaboratively with Ulster University and Queens University Belfast submitted a bid to the Research and Development office to undertake an academic evaluation of PACE
- Contributed to the Encompass programme of work through engagement and awareness events.

#### **Core Pathway for Post-natal Care**

- Support the development of the core pathway for post-natal care aligned to the Midwifery strategy

#### **Principles for Effective Handovers**

- Led the development of Principles for Effective Handovers

## **Education:**

### **Quality Assurance**

- Quality assured a selection of non-NMC regulated, DOH commissioned education and learning activities concluding with submission of an Annual Report of quality assurance activity to DOH
- Supported a pilot of the NIPEC Learning Agreement and Evaluation of Learning on Practice Framework.

### **Future Nurse and Future Midwife**

- Worked with the NMC in relation to the 'Future Nurse' and 'Future Midwife' programme of work
- Secured transformation funding to lead a programme of work in Northern Ireland which will support the introduction of the new standards in partnership with key stakeholders.
- Secured links to the UK arrangements set up by the NMC to oversee implementation of the new pre-registration Nursing and Midwifery Standards at National level.

### **Access to Degree Level Study**

- Led a review of the Under Graduate Access to Degree Level Study Accredited Prior Learning (APL) Information Sheet.

## **Professional Development:**

### **Enabling Professionalism**

- Submitted a proposal on behalf of the four UK CNOs to evaluate the implementation of the *Enabling Professionalism* framework across the UK.
- Supported awareness raising through the submission of the *Enabling Professionalism* framework to the ICN website as the UK submission for Nurses Day 2018

### **Quality 2020 Attributes Framework**

- Supported the co-chairs of Quality 2020 Attributes Framework Implementation Group to develop content for Level 2 and Level 3 programmes in order to facilitate implementation of the Attributes Framework within the HSC

### **Learning Disabilities Nursing**

- Led the development and supported implementation of an Outcomes Measurement Framework to support Registered Nurses: Learning Disabilities to demonstrate their contribution to the delivery of person-centred care

### **Career Pathways**

- Led the work to develop career pathways for:
  - General Practice Nursing
  - Midwifery
  - Registered Nurses: Learning Disabilities

### **NIPEC On-line Portfolio**

- Upgraded the Online Portfolio <https://nipecportfolio.hscni.net> to ensure it meets all relevant modern standards for application, security and data privacy.

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

### **Delegation Framework**

- Produced and launched a Delegation Framework for nursing and midwifery tasks and duties
- Co-hosted a round table event to support development of a multi-professional approach for delegation across integrated teams. Nominated delegates convened a task and finish group to further define terms of reference for future work including the Governance framework to support a multi-professional approach to delegation.

### **Professional Fora**

Continued to support Professional Development Fora for:

- Registered Nurses: Learning Disabilities
- Endoscopy Lead Nurses
- Senior nurses working in the Independent and Voluntary sector.

### **Communication and Engagement**

Continued with our innovative approach to engage with stakeholders to promote high standards of practice, education and professional development through the following:

- Ten publications of SCAN distributed directly to 427 recipients
- Twitter chats
- Twitter and Facebook posts
- NIPEC Roadshows in locations close to front line staff
- NIPEC information sessions for 3<sup>rd</sup> years nursing students across the HEIs
- NIPEC Annual Conference.

### **Quality Improvement Mentorship**

- Provided mentorship/critical friend support across the HSC in relation to QI programmes
- Submitted responses to consultations on a range of emerging strategies and policies including the HSC Collective Leadership Strategy
- Led the production of an Annual Report in relation to the work of the NI Collaborative – Learning Disabilities Nursing
- Disseminated advice, guidance and information from the NMC across the system relating to revalidation.

## Governance and Performance

NIPEC's Governance and Performance achievements in regard to objectives within the 2018-19 Business Plan included:

| <b>Key Performance Indicators 2017-18:</b>       |  |   |
|--|--|---|
| <b>Indicator</b>                                 | <b>Target</b>                                | <b>Achieved</b>   |
| Break even on revenue and operating costs        | <b>0.25% or £20,000</b>                      | <b>0.64% or £7,679</b>  |
| Keep within the capital resources limit (CRL)    | <i>No target</i>                             | <b>Achieved CRL £3,312</b>  |
| Sickness absence rates                           | <b>4.0%</b>                                  | <b>2.15%</b>  |
| Invoice prompt Payment percentage within 30 days | <b>95%</b>                                   | <b>98%</b>  |
| Invoice prompt Payment percentage within 10 days | <b>80%</b>                                   | <b>84%</b>  |
| Controls Assurance Standards                     | <b>Substantial</b><br>(75% - 99% compliance) | All relevant 9 areas 'substantial' with scores ranging from <b>85% to 94%</b> |

| <b>Governance and Accountability Framework</b>   |
|--|
| <ul style="list-style-type: none"> <li>✓ Clean certificate and report obtained from the Comptroller and Auditor General to the Northern Ireland Assembly for NIPEC's Annual Report and Accounts 2017-18</li> <li>✓ Implementation of Disability and Action Plans 2018-23 (year one) with progress report provided to NIPEC's Business Team on a quarterly basis</li> <li>✓ Mid-Year Assurance Statement completed on 10<sup>th</sup> October within target date</li> <li>✓ Sponsor Branch and DoH Accountability meetings completed throughout the year</li> <li>✓ Property Asset Management Plan (PAMP) 2018-19 to 2023-24 completed by the target date of 28<sup>th</sup> September 2018</li> <li>✓ Preparation for GDPR, implementation of required arrangements and staff awareness training provided by target date of 25<sup>th</sup> May 2018.</li> </ul> |

## Quality:

- **NIPEC's Quality Improvement (QI) Strategy**

Developed a quality improvement strategy to :

- Align NIPEC's business objectives and work with the regions QI and Collective Leadership focus and approach
- Ensure staff's knowledge and skill are developed in QI methodologies and the Science of Improvement and these are reflected in NIPEC's work where relevant
- Support Council members to effectively monitor and support the quality of NIPEC's internal processes and external work streams.

- **NIPECs Annual Quality Report**

- Submitted NIPEC's Annual Quality Report in line with the implementation of the *Quality 2020 Strategy* (DHSSPS, 2011b).

- **Investors in People**

- Successful reaccreditation with Investors in People (IIP).

The full range of activities is available on NIPEC's website at [www.nipec.hscni.net](http://www.nipec.hscni.net)<sup>16</sup>

## NIPEC's Work in 2019-20

The Business Plan 2019-20 is aimed at driving and supporting positive change in the delivery of health and social care services for the population of Northern Ireland.

**Subject to continued additional funding from the DoH during 2019-20, three key projects will be developed and expanded in support of the Transformation of services across Northern Ireland, including: Future Nurse Future Midwife; Transforming Nursing and Midwifery Data and Post Registration Masters programme in Nursing.**

In 2019-20 we will continue to focus our work on our core functions and supporting areas. This is supported by a more detailed work plan for 2019-20. Reports on progress against each of the key actions will be submitted on a regular basis to NIPEC's Council.

The following sections provide details of the key actions under each of NIPECs statutory obligations and the organisations evidence-based prioritisation matrix has been used to prioritise these.

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<sup>16</sup> It should be noted 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

Good health and care outcomes are highly dependent on the professional practice and behaviours of 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 play a critical role in improving health outcomes, actively enabling co-production and decision making at all levels of policy making and service provision. They have the clinical innovation to help meet the challenges facing health and social care, supporting improvements in practice to uphold the standards of the professions for the good of the public.

The Nursing and Midwifery Council (NMC), updated version of *The Code: Professional standards of practice and behaviour for nurses and midwives* (2018), provides the professional standards to which nurses and midwives practice and requires nurses and midwives to provide a high standard of practice and care at all times 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.

In fulfilling NIPEC's responsibility to promote high standards of practice among nurses and midwives during 2019-20, we will continue to provide strategic leadership and the implementation of a proactive, flexible and responsive work programme. This includes the creation of 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.



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

- 1a** Completing regional programmes of work within agreed timescales that support continuous improvements in safe and effective care and compassionate person-centred services.
- 1b** Communicating and engaging with stakeholders and partners in ways that maximises 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.

**Key actions for 2019-20**

| Reference Number | Actions   | Timescale |
|------------------|---|-----------|
| 1a, 1b, 1c       | <p><b>Recording Care</b></p> <p><i>Transforming Nursing and Midwifery Data ( via Transformation Funding):</i></p> <p>Continue to develop the Recording Care Project in relation to:</p> <ul style="list-style-type: none"> <li>• Further implementation of the agreed regional approach to person centred care planning</li> <li>• Implementation of the new adult hospital based care data set into all practice environments across HSC Trusts</li> <li>• Exploration of the use of a standardised nursing language to support person centred care planning approaches</li> <li>• Support of a regional evaluation of the person centred care planning approach in collaboration with the University of Ulster and Queen’s University Belfast</li> <li>• Exploring opportunities for further resources/investment to support expansion of informatics capacity</li> </ul> | Ongoing   |

|            |  |  |
|------------|--|--|
|            | <ul style="list-style-type: none"> <li>• Ensuring the work directly supports and informs the development of the Encompass programme of work</li> <li>• Testing the regionally agreed principles for nursing and midwifery hand over in various practice settings.</li> <li>• Scoping opportunities to develop the agreed person centred care planning approaches in District Nursing care settings.</li> </ul> |  |
| 1a, 1b, 1c | <p><b>Nursing and Midwifery Supervision</b></p> <ul style="list-style-type: none"> <li>• Lead in the coproduction of a model for Nursing and Midwifery Supervision within a single policy framework for Northern Ireland, including small scale testing and refinement of a final version.</li> </ul>  | Ongoing                                  |
| 1a         | <p><b>Implementation of the DoH standards for the Nursing Assistant role</b></p> <ul style="list-style-type: none"> <li>• Work with the DoH to identify systems which need to be in place to support the effective implementation of the DoH standards for the Nursing Assistant role.</li> </ul>  | TBA with the Chief Nursing Officer (CNO) |

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

The NMC requires that nurses and midwives must “...maintain the knowledge and skills they need for safe and effective practice” (NMC Code 2018, p 9). 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. Safeguarding high-quality nursing care requires nurses who have the skills and knowledge to deliver care which is based on the best available evidence and which is also compassionate and caring. High-quality pre-registration nurse education therefore plays a crucial role in ensuring patients and their families receive quality person-centered nursing care. In May 2018 the NMC published new education standards with the aim of equipping the nurses and midwives of the future with the skills they need to deliver world class care for years to come.

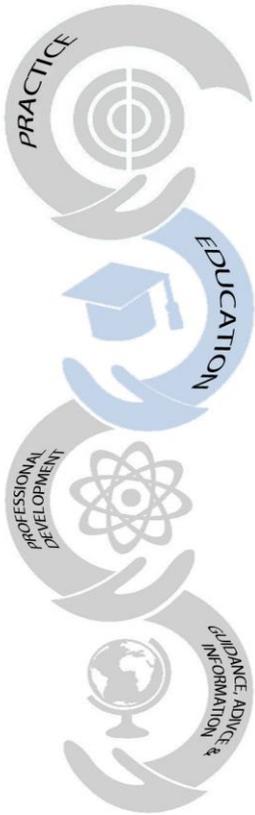
Once registered, nurses and midwives need to be supported in their role and continue to receive education and development throughout their careers in order to further their knowledge and skills, and to support innovation in nursing practice to enhance care delivery. The HSC relies on nursing and midwifery education to prepare and maintain competent and caring practitioners who demonstrate professional behaviours and values. Education must also promote the advancement of nursing and midwifery practice and research throughout professional careers.

### **NIPEC’s Responsibilities**

In fulfilling NIPEC’s responsibility to promote high standards during 2019-20 we will continue to undertake a range of activities to assure education 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 Strategic Professional Advisory Group, the DoH Central Nursing and Midwifery Advisory Committee’s (CNMAC) Sub-Committee for Strategic 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 2019-20 NIPEC will continue to lead in the translation of the NMC Future Nurse Future Midwife pre-registration standards at a local level and support their implementation in practice.

NIPEC will continue to play a lead role in quality assuring non NMC regulated education activities Monitoring is undertaken in accordance with *The Quality Assurance Framework for Monitoring Development and Education Activities Commissioned by the DOH (Non-NMC Registered or Recorded)* (2016). During 2019-20 NIPEC intend to pay particular attention to education programmes delivered “in-house” within the HSC Trusts.



**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 2019-20**

| Reference Number | Actions  | Timescale                 |
|------------------|--|---------------------------|
| 2a               | <b>Quality Assure non-NMC approved education programmes</b>  | TBC                       |
| 2b & 2c          | <p><b>Future Nurse Future Midwife (FNFM) ( via Transformation Funding):</b><br/>           Continue to lead a process to embed the outworking of the new NMC Future Nurse pre-registration Nursing and Midwifery standards including:</p> <ul style="list-style-type: none"> <li>• Curriculum Development</li> <li>• Development of a Practice Assessment Document</li> <li>• Arrangements for Supervision and Assessment</li> <li>• Engagement and Communication</li> </ul> | Aligned to NMC timescales |

|         |  |                                  |
|---------|--|----------------------------------|
| 2b & 2d | <p><b>Continuous Professional Development (CPD) Framework:</b></p> <ul style="list-style-type: none"> <li>• Lead the development of a CPD Framework for Nurse and Midwives which: <ul style="list-style-type: none"> <li>– Scopes education programmes delivered “in-house” in HSC Trusts</li> <li>– Includes an ‘Education Passport’ system for nurses and midwives</li> <li>– Builds on, and is aligned to the current pre-registration NMC “Future Nurse/Midwife” standards</li> <li>– Includes a regionally agreed approach to staff induction for Nursing and Midwifery across the HSC Trusts</li> <li>– Aligns with arrangements for Preceptorship and Supervision for Nurses and Midwives across the system</li> <li>– Supports life-long learning and development</li> <li>– Reviews the need and if appropriate makes recommendation regarding development of an electronic system to support CPD aligned to the Online Portfolio and Careers Pathway.</li> </ul> </li> </ul> | Will follow on from work on FNFM |
| 2c      | <p><b>Post Registration Masters Programme in Nursing ( via Transformation Funding):</b></p> <ul style="list-style-type: none"> <li>• Facilitate a project to test the development, implementation and evaluation of a Post Registration Masters Programme in Nursing to support the transformation agenda outlined in Delivering Together 2016.</li> </ul>   | Commenced in October 2018        |

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

Professionalism is an essential requirement for all nurses and midwives regardless of where they work and the *Enabling Professionalism Framework (NMC 2017)* developed by the four Chief Nursing Officers of the UK with the NMC, led by NI's CNO and supported by NIPEC clearly informs nurses and midwives of the principles of professionalism which should be demonstrated in their everyday practice."

The NMC Code requires Nurses and Midwives to keep their knowledge and skills up to date, take part in appropriate and regular learning and professional development activities that aim to maintain and develop competence and improve performance (NMC, 2018). Adherence to the NMC Code alongside providing evidence for Revalidation (NMC 2016) and now guided by the *Enabling Professionalism Framework (2017)* will support practitioners to ensure the delivery of safe, effective, compassionate and person-centred practice.

One of the crucial aspects of development for the modern practitioner is to have healthy resilience strategies to work in today's complex and challenging health care environment. The new standards for our future nurses and midwives are designed to support practitioners in this regard.

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

In fulfilling NIPEC's responsibility to promote the professional development of nursing and midwifery during 2019-20, 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/activities. These include NIPEC's website, twitter chats, a range of micro-websites, competence assessment tools, career planning website, learning and development and evaluation frameworks.

NIPEC recognises the need to professionally support our Nursing Assistants and Maternity Support Workers. The DoH Delegation Framework (2019) is an excellent resource for both registered and non-registered staff. NIPEC also continues to promote and support unregistered staff through for example the nursing assistant section on the website [www.nursingandmidwiferycareersni.hscni.net](http://www.nursingandmidwiferycareersni.hscni.net)



**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 collaborative development of a range of resources that will enhance the professional practice of nurses and midwives and are 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 2019-20**

| Reference Number | Actions  | Timescale            |
|------------------|--|----------------------|
| 3a               | <p><b>Professionalism</b></p> <ul style="list-style-type: none"> <li>• Support UK CNOs to expand the work of Enabling Professionalism</li> <li>• Support the implementation of resources to promote professionalism within Northern Ireland including 'Raising Concerns'</li> <li>• Provide advice to support an independent national evaluation programme.</li> </ul> | To be advised by CNO |
| 3b               | <p><b>NI Collaborative – Strengthening the Commitment</b></p> <ul style="list-style-type: none"> <li>• Continue to support the NI Collaborative to progress the Actions within the NI Action Plan (DoH).</li> </ul>  | To be agreed by CNO  |

|     |   |  |
|-----|---|--|
| 3 b | <p><b>Attributes framework</b></p> <ul style="list-style-type: none"> <li>Support the delivery of a 5 year Quality Improvement Plan for the HSC and the development of a career pathway linked to the four levels of the Attributes Framework.</li> </ul>   | To be agreed by CNO  |
| 3c  | <p><b>Link Nurse role</b></p> <ul style="list-style-type: none"> <li>Take forward the recommendations of the 'Review of the Link Nurse role'</li> </ul>   | From June 2019   |
| 3c  | <p><b>Career Pathways</b></p> <p><b>District Nursing</b></p> <ul style="list-style-type: none"> <li>In support of the District Nursing Framework 2018-26, develop a career pathway for all nursing and nursing assistant roles working within district nursing services.</li> </ul> <p><b>Mental Health Nursing</b></p> <ul style="list-style-type: none"> <li>In the context of the review of pre-registration education standards for mental health nurses progress the development of a Career Pathway.</li> </ul> <p><b>Stroke Nursing</b></p> <p>Develop a career pathway for nurses working within Stroke services in Northern Ireland</p> <p><b>Neurology</b></p> <ul style="list-style-type: none"> <li>Develop a career pathway for nurses working within Stroke services in Northern Ireland</li> </ul> | <p>Commenced in February 2019</p> <p>DoH Timescales to be agreed</p> <p>To be commenced Sept 19</p> <p>Commence on completion of the above</p> |
| 3d  | Refer to 1a   |  |

#### 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, assisting them to address 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. NIPEC’s resources reflect the: interpretation and application of legislation; translation of strategic policy ensuring its resources are fit for purpose and are 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 families /carer’s. NIPEC is committed to developing, producing and disseminating evidence-based, quality and accessible information, publications and resources which are available online. One of NIPEC’s main vehicles for communicating to nurses and midwives is through its websites:

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

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

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



**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 policies 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 2019-20**

| Reference Number | Actions  | Timescale |
|------------------|--|-----------|
| 4a               | <p><b>Communication and Engagement</b></p> <p>Maximise opportunities to co-design and co-produce resources and support implementation with stakeholders through:</p> <ul style="list-style-type: none"> <li>• Continued engagement with frontline staff via stakeholder events</li> <li>• Hosting and engaging with twitter chats on relevant topics in collaboration with key partners</li> <li>• Maximising engagement on social media</li> </ul>  | Ongoing   |
| 4a/4c            | <p><b>Delegation</b></p> <ul style="list-style-type: none"> <li>• Subject to funding, produce a web application to enable accessibility and utility of the Delegation framework for nursing and midwifery tasks and duties.</li> <li>• Support the production of a multi-professional governance framework for delegation across integrated care teams.</li> <li>• Examine the role and practice of the Nursing Assistant and Health Care support worker ( based on the new Delegation Framework) e.g. Theatre Support Worker</li> </ul> | Ongoing   |

|    |   |                     |
|----|---|---------------------|
| 4b | Refer to 1a   |                     |
| 4c | <p><b>Safeguarding (Adults)</b></p> <p>In partnership with the PHA and with key stakeholders develop an action plan which details the infrastructure required to support nurses and midwives to effectively safeguard vulnerable adults. Work will focus on:</p> <ul style="list-style-type: none"> <li>• Safeguarding nurse capacity (PHA)</li> <li>• Roles at specialist, advanced and consultant levels of practice for adult safeguarding nurses across the HSC(NIPEC/PHA)</li> <li>• Development of a career pathway which articulates roles and responsibilities and includes Core JDs (NIPEC)</li> </ul> | From September 2019 |

## 5. Governance and Performance

### **NIPECs Responsibilities**

NIPEC will seek to deliver this Business Plan within its revenue and capital approved budget allocations. However, with the Brexit negotiations ongoing this continues to create 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 governance. 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 2018-19 provided an opportunity to understand the value and diversity of individuals and their contribution to the organisation. NIPEC 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 2019-20, NIPEC's Health and Social Wellbeing Committee will continue to meet and plan 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. To ensure that NIPEC meets the challenges it faces as a Non-Departmental Public Body (NDPB) the internal organisational structure is kept under constant review.

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*
- *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 Plan (PAMP) for the period 2018-19 to 2023-24.

Therefore, NIPEC as an 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 currently operates under a three year lease which will expire on the 30 November 2019. Depending on what developments arise from the regional project to site current Belfast HSC organisations within a one building sharing facility it is currently planned that NIPEC will move to one of the three Belfast centres/hubs in 2023-24.

During 2019-20 NIPEC will participate as part of the communication group which Finance NI have put in place to coordinate the movement of public sector tenants from Centre House.

## Information and Communication Technology (ICT)

NIPEC currently maintains and updates three websites including a number of micro sites. The main websites are:

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

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

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

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.

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. During 2018-19 NIPEC successfully bid for and was awarded capital funding to enable it to have a software rewrite of the online portfolio resulting in it now being on a more stable and updated platform

## 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 regular Sponsor Branch, Ground Clearing, and Accountability Meetings in addition to an Annual Report, Annual Quality Report and other *ad hoc* arrangements.

NIPEC has in place an Audit and Risk Committee which is accountable to the Council in regard to NIPEC's adherence to best practice corporate governance.

## 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 2019-20

| Reference Number | Actions  | Timescale                   |
|------------------|--|-----------------------------|
| 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> March 2020 |
| 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> March 2020 |
| 5C               | Achieve the financial breakeven target of <b>0.25% or £20k</b> (whichever is the greater) of revenue allocation by the financial year end.   | 31 <sup>st</sup> March 2020 |
| 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 2019-20              |
| 5E               | Produce a Business Plan for 2020-21, taking account of any targets/outcomes set by the DoH.  | Mid-Dec 2019                |
| 5F               | To monitor and maintain staff absence rates below the target of 3.72% ( <i>which is a further reduction of 3.5% below the 2018-19 target</i> ).  | During 2019-20              |
| 5G               | Implement Year 2 actions within NIPEC's Equality and Disability Action Plans 2018-23, reporting progress in the Annual Progress Report to the Equality Commission NI.  | During 2019-20              |

| Reference Number | Actions   | Timescale                                    |
|------------------|---|--|
| 5H               | <p>Ensure compliance with the DoH processes and timescales for the completion of:</p> <ul style="list-style-type: none"> <li>• Mid-year Assurance Statement and End of year Governance Statement.</li> <li>• Board Governance Self-assessment Tool</li> <li>• NIAO Audit Committee Checklist.</li> <li>• Sponsor Branch meetings, plus DoH mid-year and end of year accountability review meetings.</li> <li>• Asset Management Plan 2019-20 to 2024-25.</li> </ul> | <p>31st March 2020</p> <p>September 2019</p> |
| 5I               | <p>Continue to review Information, Communication and Technology (ICT) provision, within available financial resources, to ensure effectiveness of NIPEC's work, costs to NIPEC and increased efficiency.</p> <ul style="list-style-type: none"> <li>• Review and development of the career pathways website</li> <li>• Online portfolio development linked to CPD Framework and Supervision</li> </ul>  | <p>During 2019-20</p>                        |
| 5J               | <p>To achieve the prompt payment targets for the payments of invoices of:</p> <ul style="list-style-type: none"> <li>• 95% for 30 days</li> <li>• 75% for 10 days</li> </ul>  | <p>During 2019-20</p>                        |
| 5K               | <p>Continue to participate on the finance NI reform of property Centre House communication group.</p> <p>To updated Council, Business Team and staff as and when developments occur.</p>  | <p>During 2019-20</p>                        |

| Reference Number | Actions  | Timescale      |
|------------------|--|----------------|
| 5L               | <p>NIPEC Quality Improvement Strategy 2019-23</p> <p>NIPEC will progress its journey in Quality Improvement by ensuring that:</p> <ul style="list-style-type: none"> <li>• NIPEC’s business objectives and work are aligned with the regions QI focus and approach</li> <li>• NIPEC’s Staff’s knowledge and skill are developed in QI methodologies and the Science of Improvement and these are reflected in NIPEC’s work where relevant</li> <li>• Provide mentorship/critical friend support across the HSC in relation to QI programmes</li> <li>• NIPEC Council members effectively monitor and support the quality of NIPEC’s internal processes and external work streams.</li> </ul> | During 2019-20 |

## 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>GDPR</b>  | General Data Protection Regulation  |
| <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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