



Northern Ireland Practice and Education Council for Nursing and Midwifery

CORPORATE PLAN

2024-2028

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

Chair and Chief Executive's FOREWORD

We are delighted to present the Corporate Plan for 2024-2028 for the NI Practice & Education Council for Nurses and Midwives (NIPEC).



There can be no doubt that we are living through very challenging times. While there were many lessons to be learned from the global COVID-19 pandemic, its legacy will impact critically on the health and

social care (HSC) system for years to come. The HSC also faces a range of other challenges including political uncertainty, unprecedented financial pressures and the retention of its workforce.

NIPEC makes a unique contribution to the delivery of safe, effective, person-centred and compassionate services. Our focus will continue to be on supporting nurses and midwives in Northern Ireland by promoting high standards of practice, education and professional development. We work in partnership with the nursing and midwifery professions and wider stakeholders to respond to the emerging priorities across the HSC system.

The over-arching priorities continue to be the delivery of improved access to health and social care services, a better service experience and improved outcomes for users.

This Corporate Plan sets out the strategic goals of NIPEC for the next four years, 2024-28, developed with our key stakeholders. It is designed to be flexible and relevant. We hope you will find it both informative and useful.



STRATEGIC CONTEXT

Our Corporate Plan 2024-28 is informed by the Programme for Government (PfG) draft Outcomes Framework¹. The over-arching PfG commitment for the Department of Health (DoH) is that ‘we all enjoy long, healthy and active lives.’²

In order to achieve the best possible outcomes for patients and clients, HSC has to transform the services provided and how they are provided. The HSC is currently moving forward into a new Integrated Care System (ICS) model.³ The backdrop of stringent financial pressures means NIPEC has to ensure everything we do as a HSC organisation is both efficient and effective.

The Health Minister set out a vision for change in *Health and Well Being 2026: Delivering Together*.⁴ The vision is based on principles of *co-production and co-design*⁵ working in partnership with those who deliver services to implement change. These principles underpin NIPEC’s communication and engagement with all our stakeholders.

NIPEC plays a particular role in supporting the vision and objectives of the Chief Nursing Officer, DoH.

Shaping Our Future

A Vision for Nursing and Midwifery in Northern Ireland: 2023 - 2028



The *Shaping Our Future*⁶ report provides a Vision for Nursing and Midwifery in Northern Ireland for 2023-28.

The vision is for the delivery of S.A.F.E. care through:

- S** stabilising the nursing and midwifery workforce.
- A** assuring the public and the workforce of the effectiveness and impact of person-centred nursing and midwifery care.
- F** facilitating the adoption of a population health approach resulting in improved outcomes for people across the lifespan.
- E** enabling the transformation of health services digitally and through enhancing the roles of nurses and midwives.

NIPEC’s work programme remains closely aligned to that of the Nursing and Midwifery Council (NMC). As an example, NIPEC is leading the implementation of new NMC post-registration standards for specialist community nurses.⁷ NIPEC works with all of its stakeholders in the development and support of policies which support transformation of services. Our focus continues to be on excellence in the delivery of nursing and midwifery services to the population of Northern Ireland.

ABOUT NIPEC

OUR PURPOSE

NIPEC was established in 2002 through primary legislation under the Health and Personal Social Services Act (2002) as a Non- Departmental Public Body (NDPB). The Act identifies the following responsibilities for NIPEC:

2

It shall be the duty of the Council to promote:

- (a) high standards of practice among nurses and midwives;
- (b) high standards in the education and training of nurses and midwives; and
- (c) the professional development of nurses and midwives.

3

Without prejudice to the generality of subsection (2) the Council may:

- (a) provide guidance on best practice for nurses and midwives; and
- (b) provide advice and information on matters relating to nursing and midwifery.

4

The Council shall, in the exercise of its functions, act:

- (a) in accordance with any directions given to it by the Department; and
- (b) under the general guidance of the Department.

NIPEC's statutory responsibilities are also laid out within its Partnership Agreement (formerly 'Management Statement & Financial Memorandum') as approved by the Department of Health.

OUR PEOPLE

As a unique, person-centred organisation within the HSC, NIPEC will build on the achievement of the Investors in People Silver Award through the implementation of our Quality Strategy, Lead, Inspire & Improve. NIPEC shares the HSC Values which impact directly on what we do and how we do it. For NIPEC, the HSC Values are set within the context of, and align to, the requirement for all nurses and midwives to adhere to the Nursing and Midwifery Council's Code: Professional standards of practice and behaviour for nurses, midwives and nursing associates (2018).⁸

NIPEC recognises that a quality culture is at the heart of any successful organisation. This enables staff to feel a sense of value and belonging, partners feel involved and listened to and the work is delivered to the highest standard and within expected timeframes. Lead, Inspire & Improve sets out our ambitions for quality in a way that is designed to be meaningful to our staff and our partners ensuring we work together to deliver excellence in all that we do and enhance our organisational learning. This strategy will support the delivery of the Corporate Plan over the next four years.



HSC VALUES

HSC Values will provide a constant reference for our organisation as we seek to implement the Corporate Plan 2024-28. Our behaviours (organisational and individual) will continue to be underpinned by human rights principles, including dignity, respect and equality.



Working Together

We work together for the best outcome for the people we care for and support. We work across Health and Social Care and with other external organisations and agencies, recognising that leadership is the responsibility of all.



Excellence

We commit to being the best we can be in our work, aiming to improve and develop services to achieve positive changes. We deliver safe, high quality, compassionate care and support.



Openness and Honesty

We are sensitive, caring, respectful and understanding towards those we care for and support and our colleagues. We listen carefully to others to better understand and take action to help them and ourselves.



Compassion

We are open and honest with each other and act with integrity and candour.

OUR VISION

Our vision has been informed through a series of engagement events with our stakeholders, including the public. This means that our vision has been defined by the people with whom, and for whom, we work. Our vision for the next four years reflects the intention to continue to work as an organisation that will be:

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

OUR MISSION

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

OUR STAKEHOLDERS

The map below illustrates the breadth and the strength of our stakeholders' representation and participation within all aspects of the work of NIPEC.

The principles of co-production and co-design underpin our communication and engagement with all our stakeholders. NIPEC is a member of 'Engage',⁹ a central resource designed to support organisational involvement in Health and Social Care activities. This provides opportunities to encourage others to be involved in our work and impact on delivery of care throughout Northern Ireland and beyond.



OUR COMMITMENTS

Our Corporate Plan has been informed by the commitments in the Programme for Government's (PfG) draft Outcomes Framework, 2021. The over-arching outcome for the Department of Health is that "we all enjoy long, healthy, active lives". Through working in partnership with nursing and midwifery professions, NIPEC's Strategic Priorities will support the delivery of the best possible outcomes for the population of Northern Ireland.

Over the four-year period, the delivery of our work will be underpinned by the following commitments.

We will:

- ✓ focus on outcomes that deliver safe, high quality and person-centred compassionate experience for people who use our services and for our staff;
- ✓ engage in innovation, research, improvement and enquiry;
- ✓ embrace the opportunities presented by use of digital technologies;
- ✓ support strategies for greater collaboration across inter-professional groups;
- ✓ foster a culture of collective leadership;
- ✓ build trusting relationships across systems and organisations in support of change and transformation;
- ✓ enable equality, inclusion and diversity;
- ✓ support the wellbeing of our workforce;
- ✓ enable the influence and impact of the professions of Nursing and Midwifery;
- ✓ promote professionalism as outlined in the NMC Code;
- ✓ plan systematically our activities, measuring their impact and learn from insights;
- ✓ demonstrate transparent accountability for our decisions and uphold effective governance.

OUR PRIORITIES

To deliver to our vision and fulfil our mission, we have four strategic priorities for the next four years. NIPEC's strategic priorities have been developed in partnership with our key stakeholders. They will support our overarching vision to lead and inspire nurses and midwives to achieve and uphold excellence in professional practice.

NIPEC Strategic Priorities 2024-28



Practice



Education



**Professional
Development**



**Guidance, Advice
and Information**



STRATEGIC PRIORITY 1:

PRACTICE

OUTCOME:

NIPEC's programme of work contributes positively to Nurses and Midwives' practice standards

OBJECTIVE:

NIPEC will promote high standards of practice among nurses and midwives by:

1. Incorporating best evidence and continuous improvement in our work at local and regional levels.
2. Sharing and disseminating best practice based on robust evidence, regionally, nationally and internationally.

We will measure progress by:

1. Progress and endorsement of practice improvement focused projects to agreed timescales.
2. Stakeholders' activity relating to professional participation, including feedback of their experience and assessment of the impact of the work.



STRATEGIC PRIORITY 2: **EDUCATION**

OUTCOME:

NIPEC's programme of work will impact positively on the standards of education for Nurses and Midwives

OBJECTIVE:

NIPEC will promote high standards of education among nurses and midwives by:

1. Influencing and informing the design, development and delivery of education, nursing and learning and development programmes and activities based on up-to-date, evidence-based practice.
2. Contributing to the quality assurance of education, learning and development programmes and activities.

We will measure progress by:

1. Engagement activity with organisations to influence and develop a range of specific tools and resources to support the education, learning and development of nurses and midwives.
2. Activity relating to programmes that have been quality assured.



STRATEGIC PRIORITY 3:

PROFESSIONAL DEVELOPMENT

OUTCOME:

NIPEC's programme of work will impact positively on the regional professional agenda for Nurses and Midwives

OBJECTIVE:

NIPEC will promote the professional development of nurses and midwives by:

1. Influencing and informing the delivery of the CNO's strategic professional vision for nursing and midwifery based on up-to-date, evidence-based practice.
2. Informing the strategic HSC/NHS policy direction and transformation agenda through strong professional leadership in order to reflect the professional priorities for nursing and midwifery.

We will measure progress by:

1. Activity and outcomes relating to projects reflecting professional development and transformation.
2. Evidence of influence of nursing/midwifery priorities reflected in HSC/NHS strategic transformation.



STRATEGIC PRIORITY 4:

GUIDANCE, ADVICE & INFORMATION

OUTCOME:

NIPEC will be a valuable resource of professional advice and information for Northern Ireland

OBJECTIVE:

NIPEC will provide guidance, advice and information on best practice and matters relating to nursing and midwifery by:

1. Interpreting, translating and supporting the implementation of relevant legislation and policy relating to all aspects of practice, education and professional development of nurses and midwives.
2. Acting as a professional resource for decision-making.

We will measure progress by:

1. Evidence of influence of the nursing and midwifery agenda in strategic policy and legislation.
2. Activity and influence reflected in replies to consultations, advice to individuals and organisations.

ACCOUNTABILITY, MONITORING AND IMPLEMENTATION

Accountability and Monitoring

The Council of NIPEC will monitor progress against the priorities set out in the Corporate Plan 2024-2028 and supporting Annual Business Plans. The Chief Executive, as Accounting Officer, will ensure that a sound system of internal governance supports NIPEC in meeting its aims and objectives.

NIPEC's accountability arrangements in relation to the DoH are set out in its 'Partnership Agreement'. NIPEC's performance against the Corporate Plan and Annual Business Plans is monitored regularly by the DoH. Monitoring takes place through regular accountability review and 'ground-clearing' meetings, annual and quality reports and other ad hoc arrangements.

Implementation

The implementation of the Corporate Plan requires a supporting infrastructure of robust governance and appropriate resources. A key assumption made in planning NIPEC's strategic priorities 2024-2028 is a financial breakeven each year. The Plan will be reviewed annually to ensure it continues to reflect current and anticipated demands.

NIPEC will continue to provide the DoH with assurance regarding its corporate and financial performance through:

- Effective and proportionate business risk management
- Robust financial governance arrangements
- Compliance with statutory and regulatory requirements
- Effective stewardship of public funds, assets and resources
- Continuous quality improvement, including information, communication and technology infrastructure and resources

REFERENCES

- 1 The NI Executive's Programme for Government sets out the strategic vision to improve the wellbeing of the people of Northern Ireland. Its draft Outcomes Framework (2021) was designed to drive changes to how public services are delivered in Northern Ireland.
- 2 The Department of Health (DoH) is the government body responsible for health and social care in Northern Ireland. The DoH Business Plan 2023-24 can be accessed at <https://www.health-ni.gov.uk/publications/department-health-departmental-strategic-business-plan-2023-24>
- 3 The aim of an Integrated Care System (ICS) is to move to a new way of planning, managing and delivering health and social care services based on the specific needs of the population. It is envisaged that this will be achieved through greater collaborative working with key statutory and community partners. Further information is available at: <https://online.hscni.net/our-work/integrated-care-system-ni/>
- 4 Department of Health (2016). *Health and Wellbeing 2026: Delivering Together*, a ten-year strategy setting out the Health Minister's vision for change within health and social care. Available for download at [health-and-wellbeing-2026-delivering-together \(health-ni.gov.uk\)](https://www.health-ni.gov.uk/publications/health-and-wellbeing-2026-delivering-together)
- 5 The vision set out in *Delivering Together* (see 4 above) is based on principles of co-production and co-design working in partnership with those who deliver the services to implement change. See DoH (2018) Co-Production Guide for NI Connecting and Realising Value Through People. Available at: [126493 H&SCB - Co-Production Guide.indd \(health-ni.gov.uk\)](https://www.health-ni.gov.uk/publications/126493-H&SCB-Co-Production-Guide.indd) and also DoH (2012) Personal and Public Involvement (PPI) Available at: [Personal and Public Involvement \(PPI\) - DoH Guidance to HSC | Department of Health \(health-ni.gov.uk\)](https://www.health-ni.gov.uk/publications/personal-and-public-involvement-pi)
- 6 *Shaping Our Future, A Vision for Nursing and Midwifery in NI: 2023-2028* can be accessed at: <https://www.health-ni.gov.uk/sites/default/files/publications/health/NMTG-report-and-recommendations.pdf>
- 7 Details of NIPEC's work on post-registration standards for specialist community and public health nursing can be accessed at <https://nipec.hscni.net/service/ni-nmc-post-reg-stds/>
- 8 Nursing and Midwifery Council (NMC) (2018) *The Code: Professional standards of practice and behaviour for nurses, midwives and nursing associates*. London: NMC. Available at: <https://www.nmc.org.uk/standards/code/read-the-code-online>
- 9 The central resource for those with an interest in HSC services to become involved in their planning, commissioning, delivery and evaluation: [Engage website](https://www.health-ni.gov.uk/engage)