



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

ANNUAL QUALITY REPORT 2018/19

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



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Foreword

NIPEC is focused on enabling the nursing and midwifery professions to provide safe and effective high quality care. This is achieved by promoting high standards of practice, education and learning for nurses and midwives. NIPEC provides guidance on best practice for nurses and midwives alongside advice and information on matters relating to nursing and midwifery. This is possible through the strategic relationships which have been developed with fellow professionals from across the health care family.

We are delighted to present our Annual Quality Report for 2018/19. This report reflects NIPEC's commitment to fulfilling our statutory functions to promote high standards of practice, education and professional development in addition to providing advice and guidance for nursing and midwifery in Northern Ireland.

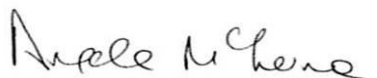
Quality 2020 underpins NIPEC activity and this annual report provides an opportunity for us to reflect and showcase the Quality 2020 principles in our work. During this year we were successful in securing resources from the '*Confidence and Supply Fund*' which has provided us with the additional capacity to work collaboratively with stakeholders across the region in support of the broader strategic agenda to transform services across Health and Social Care.

The enthusiasm and dedication of our Council members, staff, partners and stakeholders is inspirational and without their hard work and commitment we would not be able to deliver on the outcomes evidenced in this report. We especially acknowledge the contribution that nurses and midwives make to our work. Their commitment, dedication and engagement with our organisation is not taken for granted. We will continue to support them to deliver improved care which is coproduced with their patients and service users and we will seek opportunities to build on existing relationships and create new partnerships to extend our influence.

As Chair and Chief Executive, we are pleased to present this Quality report for the sixth year on behalf of the NIPEC Council.



Professor Carol Curran OBE
NIPEC Chair



Angela McLernon OBE
NIPEC Chief Executive

Introduction

As a non-departmental public body (NDPB), NIPEC works with a broad range of stakeholders. We support employers, nurses and midwives to enhance professional practice and facilitate the delivery of safe, effective, compassionate person-centred care.

NIPEC is acutely aware of the multi-professional nature of contemporary service models within which nurses and midwives work. NIPEC is committed to effective, positive partnership working. We continue to establish, form and maintain collaborations and strategic alliances with a wide range of stakeholders from various sectors to promote and support the practice education and performance of nurses and midwives.

The work of NIPEC reflects the requirements set out by the regulatory body for nurses and midwives, the Nursing and Midwifery Council (NMC), which is articulated in The Code: Professional Standards of Practice and Behaviour for Nurses and Midwives (NMC, 2018).

NIPEC also plays a particular role in supporting the vision and objectives of the Department of Health's (DOH) Chief Nursing Officer (CNO) in the continued pursuit of excellence in the delivery of nursing and midwifery services to the population of Northern Ireland.

In addition to its staff, NIPEC's key stakeholders include the following:

<i>Department of Health</i>	<i>Nursing and Midwifery Council & All Registrants</i>	<i>Regulation and Quality Improvement Authority</i>
<i>Education provider organisations</i>	<i>Health and Social Care Board</i>	<i>Royal Colleges of Nursing and Midwives</i>
<i>Health and Social Care Trusts</i>	<i>Health and Social Care Safety Forum</i>	<i>Service Users & The Public</i>
<i>Independent and Voluntary Sector</i>	<i>Nursing and Midwifery Council & All Registrants</i>	<i>Trade Union organisations</i>
<i>Northern Ireland Social Care Council</i>	<i>Patient Client Council</i>	
	<i>Public Health Agency</i>	

NIPEC supports the principles of *Quality 2020* and that quality is everyone's business. Health care is delivered to the highest standards across the region by a highly skilled and motivated workforce. This Annual Quality Report sets out what NIPEC achieved during 2018/19 to improve services under each of the five strategic goals outlined in *Quality 2020*:

Transforming the Culture; Strengthening the workforce; Measuring the Improvement; Raising the Standards and Integrating the Care.

Transforming the Culture

“We will make achieving high quality care the top priority at all levels in health and social care. We will promote and encourage partnerships between staff, patients, clients and carers to support decision making (DHSSPS 2011a).”

Our Vision and Values

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.

NIPEC’s vision reflects the intention to work as an organisation that will continue to be:

Leading and inspiring nurses and midwives to achieve and uphold excellence in professional practice (NIPEC, 2017 p.7)

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 NMC Code: Professional standards of practice and behaviour for nurses and midwives (NMC, 2018). These values will provide a constant reference point for our organisation as we seek to implement the Corporate Plan: 2017-21.



NIPEC, in fulfilling its statutory responsibilities, places nurses and midwives at the centre of its activities. This includes promoting high standards of practice, education and professional development as well as providing guidance on best practice for nursing and midwifery to support the delivery of safe, effective and person-centred care.

NIPEC is not a care provider organisation; however, through its statutory responsibilities it is in a unique position to directly support the delivery of high quality frontline services provided to patients, clients and their families.

Maintaining Quality within Governance Arrangements

NIPEC reports on the quality of its performance through its Annual Report, Annual Quality Report, Financial Statements and bi-annual Accountability Reviews with the DoH.

NIPEC is accountable to the Minister for Health through the Department of Health (DoH). Operating within the legislative and policy requirements of Arm's Length Bodies (ALBs) and within the principles of the HSC Framework, the organisation is also accountable to the Chief Nursing Officer in relation to professional issues.

Robust governance structures and systems are in place to ensure accountability within the organisation (Appendix 1). This is overseen by the NIPEC Council ('The Council'). These underpin the roles, responsibilities and functions of NIPEC. They also provide assurance that the contribution of the organisation fits strategically and operationally in support of care delivery across Health and Social Care (HSC). Quality is a standing item on the agenda of all Council, Business and Professional team meetings.

NIPEC Council directs the development and delivery of the Annual Business Plan by regularly monitoring performance against strategic objectives. On an annual basis Council undertakes a self-assessment of performance, which is used to improve the effectiveness of the organisation.

NIPEC's Council is charged with setting the strategic direction of the organisation and overseeing governance responsibilities. Meeting quarterly it monitors NIPEC's activities and performance. Feedback is provided by senior staff by means of written and verbal reports as well as presentations on the initiatives, projects and governance issues.

The Council is also the forum whereby the quality of the organisational structures are reviewed and approved as an assurance that NIPEC remains fit to deliver its statutory responsibilities and functions.

The Council engages regularly with key stakeholders to ensure that the work of the NIPEC is co-produced. It maximises every opportunity to share and seek feedback on the work and performance of the organisation. The Council members participate in NIPEC's annual stakeholder workshops (see *Integrating the Care*) to review and quality assure the business objectives and plan for the next year's goals.

The Council are regularly updated on operational issues of relevance. They actively participate in and advise on decisions regarding organisational developments. These include regulatory and legislative requirements such as those from the NMC, DoH, Regulation and Quality Improvement Authority (RQIA) and other inspections and reviews.

During 2018/19, NIPEC maintained a robust governance and accountability framework by:

- Ensuring that Business Risk Management remained firmly integrated within the organisation, so that risks to the organisation were managed effectively and proportionately
- Maintaining its robust financial governance arrangements
- Complying with statutory and regulatory requirements
- Ensuring the safeguarding, and proper and effective use of public funds, together with the stewardship of assets and resources
- Quality assuring its project work through robust evaluative processes including post project evaluation reports.

NIPEC regularly provides information to the DoH through Sponsor Branch meetings. Information shared via these meetings is developed from and fed back to the NIPEC Business and Professional Team meetings. This ensures there is continuous dialogue which is part of the process used to update NIPEC policy and practice.

There is effective and efficient storage and retrieval of records, documents and resources. These are in accordance with NIPEC's Records Management policies and procedures and underpinned by the principles outlined in Records Management: Good Management Good Records (DHSSPS, 2011b). IT data security, policies and procedures in NIPEC are updated and reviewed on an ongoing basis as detailed in NIPEC's Information Governance Strategy published in April 2016.

Influencing the Culture

The Council, NIPEC's staff and stakeholders influence policy and practice regionally and nationally by responding to consultations and outcomes of reviews and inspections. Consultations are an important part of the contribution that NIPEC makes to the quality of the work of regional and national organisations. It is recognised that NIPEC has a particular role to play in ensuring that consultations are meaningful and represent the views of the HSC workforce. To achieve this, NIPEC has facilitated HSC staff to engage in the consultative process for strategies and policies which may impact HSC staff and service users. In 2018/19 these included consultations from the Nursing and Midwifery Council and the Department of Health.

Valuing Staff

NIPEC's Senior Management Team comprises five Senior Professional Officers (SPOs) and the Head of Corporate Services who support the Chief Executive in the operational aspects of the organisation's business. The Senior Management Team is supported by a corporate team who working together ensure NIPEC continues to meet its objectives. (See *Appendix 2*).

NIPEC staff are our most valuable resource. As a person-centred organisation, NIPEC is guided by a set of values that underpin all we do and how we do it. Central to the delivery of our corporate objectives is a strong team ethos and a culture of positivity, engagement and open communication. Unprofessional and inappropriate behaviours or attitudes are not tolerated within the organisation. Current governance arrangements support the Senior Management Team in ensuring our values are maintained.

In 2018/19 NIPEC's Audit and Risk Committee monitored and reviewed key governance documents, such as the Whistleblowing Policy, the Code of Conduct for Staff and the Fraud Response Policy and Plan. Staff support policies and teamwork initiatives are in place including:

- A Staff Health and Wellbeing committee and associated team-building activities
- Team 'Huddle': a fortnightly meeting which lasts 10-15 minutes and is led by corporate and professional staff. The Huddle provide an opportunity to brief colleagues on upcoming organisational priorities and anticipated pressure points over the forthcoming two weeks
- Participation in the 2019 HSC Regional Staff Survey by NIPEC staff; staff were encouraged and facilitated to contribute to the survey between March and April 2019
- Annual team building event which focused on co-producing and co-designing NIPEC's Quality Improvement Strategy to build on the capacity and capability of all staff in Quality Improvement methodologies and activities. Holistic and social teambuilding activities were included in the event with the theme of "Joy in Work".

Communication and Engagement

Effective communication is achieved both internally and externally through innovative practice and the use of policies to support staff. These include:

- NIPEC's 'Working Well Together' Policy and 'Capability/Competence' Procedure
- A range of HR 'family friendly' policies
- An employee suggestion box
- Internal meeting structure: Business Team, Corporate Services Management Team, Professional Team, Administration team meetings, staff meetings; 1:1 appraisal and development meetings

- Line management structure which is communicated to all staff if updates or changes have occurred.

There are a number of working groups involving all staff on both a regular basis (e.g. health and safety; health and social wellbeing) and on an ad-hoc basis (e.g. conference planning).

In 2018/19, NIPEC ensured that its HR policies and procedures were in line with best practice by utilising the services of the BSO's Human Resources Directorate and Equality Unit. NIPEC's internal communication structure aims to foster a culture of listening and response to staff concerns via the mechanisms in place for staff support, consultation and a variety of opportunities for staff to raise issues. External communication with stakeholders is achieved through a variety of resources including on-line, written, electronic and face-to-face communication. (See *page 31*).

Strengthening the Workforce

“We will provide the right education, training and support to deliver a high quality service. We will develop leadership skills at all levels to empower staff to take decisions and make changes” (DHSSPS 2011a).

Knowledgeable and competent practitioners are vital in ensuring the delivery of safe and effective care. The NMC requires that nurses and midwives should utilise The Code:

“..as a way of reinforcing professionalism. Through revalidation, nurses and midwives provide evidence of their continued ability to practise safely and effectively.” (NMC, 2018 p.5)

NIPEC has a particular role in supporting the vision and objectives of the DoH Chief Nursing Officer. The transformation agenda has had a significant impact on the nursing and midwifery workforce in Northern Ireland including:

- A shift in focus to public health roles
- Working within integrated teams
- Service delivery moving from acute to primary and community based care
- Enhancing multi-disciplinary and multi-agency working
- Further development and introduction of Advanced and Specialist Practice Nursing roles such as Primary Care and Emergency Care.

To ensure that professional development and innovation is supported by informed practitioners, strong leadership is required at all levels. NIPEC recognises the importance of the Collective Leadership Strategy (2017) for the HSC in Northern Ireland and understands its impact in enabling registrants to identify and articulate the issues to effect the right change at the right time on every occasion. NIPEC has a unique role in developing resources and tools that support staff at all levels within the organisation and across Health and Social Care to identify where improvements can be made. The overarching aim of these developments is to support and take forward transformational change, including addressing and escalating concerns. We have a culture of being at the forefront of leadership and innovation within the nursing and midwifery professions in NI.

Nursing and Midwifery Workforce

In 2018/19, NIPEC worked on the co-production of resources to strengthen the nursing and midwifery workforce. It is recognised that this is crucial to ensure the provision of high quality care to patients and clients. NIPEC also supports developments to enhance individual career progression as it is recognised that career prospects are an important factor in job satisfaction, workforce sustainability and retention. NIPEC’s work to develop career pathways is one example of the support and resources provided to registrants.

Quality Improvement

Using a variety of resources, NIPEC has worked to equip the nursing and midwifery workforce to embrace opportunities and resolve challenges via adoption of quality improvement science. This included support and implementation of the *Attributes Framework* (DHSSPS, 2014) which aims to enable individuals to assess their current attributes (knowledge, skills and attitudes) in relation to leadership for quality improvement and to determine the learning and development needs for their current and future roles. In addition the *Attributes Framework* enables organisations to build the capability and capacity of the workforce to participate in and lead initiatives which develop quality care and services.

To ensure staff are developed to deliver the Ministers vision Health and Wellbeing 2026: Delivering Together (DoH, 2016) work has been completed to design the content of Level 2 and Level 3 programmes for staff (multi-professional and non-professional) responsible for delivering and driving quality improvement and safety in the HSC. A senior professional officer was recognised as one of the 100 outstanding nurses of 2018 due to her work with the Chief Nursing Officer in promoting quality improvement and the development of the Q2020 Attributes Framework to ensure the HSC system provides improved care and outcomes for service users. NIPEC's work on the Attributes Framework is also now recognised internationally as one of NIPEC SPOs has co-authored a chapter in a book with the Director of the Safety Forum and the Chief Nursing Officer "*Healthcare Systems: Future Predictions for Global Care*" (2018).

Engagement with the Nursing and Midwifery Workforce

During 2018/19, NIPEC contributed to the continuous professional development of nurses and midwives through engagement and presentation opportunities. For example:

- Presentation of NIPEC's work and resources to final year nursing and midwifery students across all NI Approved Education Institutions (AEIs)
- Presentation of NIPEC's role and function to participants undertaking Nursing Leadership Programmes delivered by the HSC Leadership Centre and Clinical Education Centre
- NIPEC presented to over 200 final year student nurses on the improvement methods being utilised in Northern Ireland to improve nurse record keeping practice, including the new approach to care planning and the Enabling Professionalism Framework
- NIPEC regularly demonstrates its website, resources and online portfolio during regional events and professional conferences. NIPEC staff take the opportunity to promote the NIPEC Development Framework at these events for registrants to record and reflect on their continuous professional development
- NIPEC supported the professional development of registrants working in RQIA via presentations and updates on projects, resources and professional issues.

NIPEC's Workforce

NIPEC is a person-centred organisation, and every contribution of the workforce is central to the delivery of our corporate and business objectives. NIPEC seeks to develop and model excellent teamwork via our ethos and our activities. Whilst NIPEC is a relatively small organisation our aim is to provide an effective and efficient service to our stakeholders and our impact stretches across the region. Our organisational chart is presented in Appendix 2.

“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.” (NIPEC, 2018 p.27)

Embedded within NIPEC is a robust system of staff development and performance reviews. Individual roles, responsibilities and objectives are clear, regularly discussed and included in staff annual personal development meetings with their line manager to ensure high quality outcomes. In 2018/19 all staff clearly identified their learning and development needs and learning opportunities in their annual personal development plan. For NIPEC professional staff and professional members of NIPEC Council, there are robust assurance systems in place to validate and monitor their NMC registration.

In 2018/19 all NIPEC staff completed Level 1 of the Attributes Framework e-learning programme. This is an excellent resource for all staff including those who are not working on the front line but whose jobs impact albeit indirectly on patients and clients.

The Project Work that NIPEC leads provides opportunities for HSC staff to acquire and build leadership and strategic professional practice skills under the supervision and direction of senior professional staff. During 2018/19 NIPEC has continued to support the leadership and development of nurses and midwives through temporary and secondment opportunities. Examples during 2018/19 include the employment of Professional Officers for the Transformation projects and the development of a career pathway for Learning Disabilities Registered Nursing.

In addition, in 2018/19 NIPEC continued to enhance its capacity to support leadership roles within the HSC via the introduction of both Associate Senior Professional Officers (ASPOs) and Associate Professional Officers (APOs). ASPOs have managed a range of projects including: Effective Nurse Handovers and the Review of the Role of Link Nurses in HSC Trusts. APOs are managed and supported by SPOs and work with them on their individual work streams.

During 2018/19:

- An SPO was supported to undertake the regional Aspiring Nurse Directors Programme, commissioned by the Department of Health as part of the Transformation work stream
- One SPO was awarded a national recognition as runner up in the Chief Nursing Information Officer of the year category in the Digital Health awards
- A Senior Corporate Manager completed the South Eastern HSC Trust's Safety Quality and Experience Programme, to build knowledge and competence in Quality Improvement methodologies in particular the Model for Improvement. This involved working as a member of a team in the Trust to develop an information pack for newly diagnosed patients with an Alzheimer's type dementia, with the aim that the patient, their family and carers feel better informed and supported
- One SPO commenced the HSC Collective Leadership Programme which focuses on building understanding and sharing experiences in relation to the core elements of the HSC Leadership Strategy in particular: compassionate leadership; systems leadership and shared leadership through team based working
- Following successful completion of the IHI Improvement Advisor Programme one SPO has continued to build on the QI networks and skills that have already been developed and is a mentor on the South Eastern Trust's SQE Level 2 programmes for registrants. These skills have been used within NIPEC to support NIPEC staff who are undertaking Level 2 and Level 3 Quality Improvement programmes.

Develop and Model Excellent Teamwork

Improved working relationships, morale and team working are all by-products of effective internal communication. Regular internal briefings, staff noticeboard and informal face to face updates are all utilised to ensure staff remain up to date. Staff meet frequently to share information, provide updates and seek feedback on issues affecting the organisation and to celebrate achievements. Internal meetings are held on a regular basis, which involve and inform staff. The Chief Executive also holds regular 1:1 meetings with members of the senior team to ensure the work of NIPEC is progressing on time and to assure the quality of the projects that are being undertaken. (See page 6).

NIPEC holds accreditation with Investors in People (January 2018). This accolade is evidence of the quality ethos that exists within the organisation and recognises NIPEC structures which strengthen the workforce such as:

- Family friendly policies to support staff in achieving a work life balance
- Promotion of and access to the HSC staff support service ('Inspire')
- Staff updates on BSO occupational health facilities such as mental health awareness training and the annual flu vaccination programme

- The Health and Social Wellbeing Committee.

The Health and Social Wellbeing Committee continued in its objective of nurturing and improving staff relationships and supporting staff to improve their health and wellbeing. The committee comprises of members who volunteer to join from the corporate and professional teams. All staff are invited to voluntarily participate in advertised activities and events.

An email is issued to all staff after each committee meeting to keep them informed about forthcoming activities and events. The work of the committee and the various health and social wellbeing events continue to be shared on its dedicated page within the 'About Us' section of NIPEC's website.



The Welcome Organisation

was chosen as the committee's Charity of the Year for the focus of fundraising activities. Activities and events to support the charity in 2018/19 included:



- The Halloween - Soup-a-Licious and Easter Tea Party and event in aid of the Welcome Organisation which raised just over £370 for The Welcome Centre
- Contributions to The Welcome Organisation's appeal for clothing, food, bedding and toiletries for the homeless
- Christmas Breakfast and Quiz



Measuring the Improvement

“We will improve outcome measurement and report on progress for safety, effectiveness and the patient/client experience. We will promote the use of accredited improvement techniques and ensure that there is sufficient capacity and capability within the HSC to use them effectively” (DHSSPSNI 2011a).

To ensure continuous improvements in the quality of its work and relevance to professional practice, NIPEC examines the impact of its products and resources, all of which are evidence based, designed and developed with stakeholders. NIPEC engages with stakeholders to review the previous year’s work and to identify the needs of registrants to inform the next annual business plan. NIPEC’s performance is monitored by the DoH bi-annually through Accountability Reviews.

Gathering Information and Examining Data

NIPEC is committed to ensuring that all information held, produced, developed and disseminated by NIPEC is managed effectively and based on the best available evidence to support the delivery of the strategic and operational objectives. This is undertaken in partnership with a wide range of key stakeholders across the nursing and midwifery professions within the statutory, voluntary and independent sectors.

Each NIPEC work stream, which has been set up in support of the achievement of a specific corporate objective, is championed and led by a designated senior staff member who is accountable for the effective management and delivery of the aims and objectives of each project. Senior Professional Officers are supported in their professional work by administrative support and have access to IT and library facilities to ensure the effective utilisation of skills and technologies. The work of NIPEC is informed by information and data from a variety of sources including up-to-date evidence obtained by a review of relevant literature.

Organisational Information and Data:

Quality is embedded in the organisation at a corporate and professional level and is maintained as a focus within governance arrangements via the use of Key Performance Indicators (KPIs). NIPEC views KPIs both financial and non-financial, as an important component of the information needed to explain an organisation’s progress towards its goals and assist in corporate transparency. KPIs have been selected which are relevant to NIPEC’s activity and using the 2018/19 Business Plan activity is extracted, monitored and recorded within the KPI process as either a monthly or yearly figure. The KPIs which NIPEC report on are: data information, whistleblowing, financial, purchasing, human

resources, controls assurance standards, losses due to IT financial or data incidents. A copy of the KPI monitoring table is presented to each meeting of the Audit and Risk Committee and the Council.

Information was shared with NIPEC Council on a quarterly basis and during 2018/19 through the Chief Executive reports at each of the NIPEC Council meetings. This information influenced policy and practice by ensuring that quality initiatives were explored and introduced into the organisation.

Organisational Governance

NIPEC's complaints register records indicate that no formal complaints were made during 2018/19. NIPEC has in place a policy and an executive summary for the handling of complaints which is reviewed and updated in line with its policy grid. Any guidance or correspondence issued by either the DoH or the NI Ombudsman's Office is used to review its procedures.

Following a review the DoH ceased from the 1 April 2018 the Controls Assurance Standards (CAS) that had previously been in place for HSC organisations and now seek from 2018/19 an annual assurance from the Chief Executives in relation to their organisation's compliance with 'Information Management Framework' requirements.

In order to ensure that NIPEC has a systematic and planned approach to the governance of information and to enable it to maintain information in a manner that effectively services its needs and those of its stakeholders in line with appropriate legislation NIPEC has in place the following:

- Register of policies and procedures
- 16 HSC mandatory e-Learning programmes for staff
- Compliance with General Data Protection Regulation (GDPR)
- Compliance with Freedom of Information (FOI) Act 2000
- Privacy statement on main website
- Register of NIPEC contracts
- Protocols governing the saving of personal information with other organisations i.e. Data Access Agreements in place
- Effective control of corporate records via management processes
- An Information Asset register is maintained
- Corporate Risk register
- Monthly Staff in Post (SIP)returns
- Monthly Management Accounts/Statements
- All senior staff have internal meetings with Chief Executive (monthly)

- Monthly Business Team and Corporate Services meetings
- Professional Work Matrix, KPIs and Corporate Controls and Finance reports taken to each Council meeting
- Register of approved Business Cases
- Corporate Plans and annual Business Plans
- Prioritisation Matrix held for each work stream within the business plan
- Information Governance and Website Governance groups
- Health & Safety Committee
- Committee
- Audit & Risk Committee.

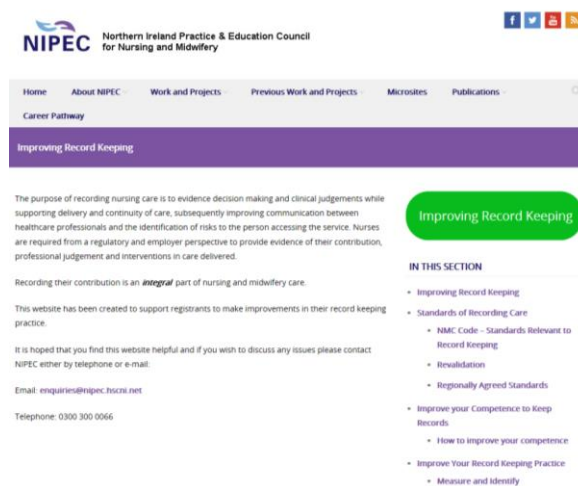
As part of the NIPEC Internal Audit plan for 2018/19 an independent review of the mechanisms now in place within NIPEC to ensure the level of compliance was undertaken by Internal Audit in March 2019 (See Appendix 1). NIPEC mid and end of year assurance statements were provided to the DoH within the stipulated target deadlines.

Nursing and Midwifery Governance

NIPEC supports nursing and midwifery practice specifically through gathering and examining data for example record keeping practice continues to be an area raised in reviews and public inquiries regionally and nationally, therefore NIPEC continues to keep a focus on this area of practice.

Audit information relating to the standard of nurse record keeping practice across the five HSC Trusts has continued to be gathered via an audit tool and indicators developed collaboratively with HSC Trusts. The audit scores are reviewed within each organisation and improvement action plans put in place. The scores are presented quarterly to the Recording Care Steering Group for strategic review and following that, to the CNO business meetings attended by Executive Nurses. The standards outlined within the audit tool have continued to be used by the RQIA to review record keeping practice across the region in both statutory and independent and voluntary sector organisations.

Data that has been gathered outside of the organisation is used to support nurses and midwives to remain up to date on major strategic and policy issues through the provision of advice and information, the development and dissemination of a range of relevant publications. On occasions, NIPEC facilitates wider engagement and support for



registrants to respond to broader consultations and raise awareness regarding the outcomes of regional and national inquiries.

Measuring Progress and Improving Performance

NIPEC's projects often include quality improvement approaches and methodologies. In addition, members of project groups, working groups and/or expert reference groups bring a wealth of knowledge and experience in relation to quality improvement. Examples of quality improvement activities include:

- NIPEC continued to work with the Chair of the *Q2020 Professional Leadership Task Group* to support the implementation of the *Q2020 Attributes Framework* across the HSC system and develop key principles for the content and design of Quality Improvement Programmes for all levels of the Q2020 Attributes Framework. This was completed in partnership with Quality Improvement leads and Human Resource Leads in HSC Trusts and other organisations including the PHA and NIMDTA
- NIPEC's work to measure progress has included completion of an impact measurement of the NIPEC Preceptorship Framework and submission of recommendations to the DoH CNMAC Workforce and Education sub group in relation to application and selection processes for pre-registration nursing programmes.

Improving performance is demonstrated via the Continuous Professional Development/Training for staff which in 2018/19 also included:

- Contributing to the HSC Collective Leadership Programme comprising delegates at all levels in organisations including service users and carers
- Attendance of a SPO at the Scottish Improvement Leader (ScIL) programme in 2018/19; the SPO undertook a project directly related to NIPEC's Business Objectives
- Continuous professional development training or accreditation pursued by members of the workforce within their professional requirements and mandatory training requirements set out by NIPEC.

These activities contribute to improving performance of NIPEC and the organisations within its influence.

Raising the Standards

“We will establish a framework of clear evidence-based standards and best practice guidance. We will establish dynamic partnerships between service users, commissioners and providers to develop, monitor and review” (DHSSPSNI, 2011a).

NIPEC is at the forefront of raising the standards of care and service provision to our stakeholders and HSC staff and clients. NIPEC does this by leading on projects to deliver improvements in care and contributing to the transformation agenda of the DoH. NIPEC is constantly seeking opportunities to be proactive and make recommendations which contribute to achieving the aims of Q2020 and hence raise standards within the organisation and those organisations within its influence.

Transformation and Reform

The Northern Ireland Transformation and Reform agenda detailed in Health and Well Being (2026): Delivering Together and the Northern Ireland Executive Draft Programme for Government (2016) requires significant transformation and reform of services across the region. In support of the transformation agenda, the ‘Confidence and Supply Transformation Fund’ has been established and through the DoH, NIPEC successfully submitted a business proposal seeking funding to support this programme of work.

The successfully commissioned projects include:

- Future Nurse Future Midwife
- Post Registration Masters Programme
- Digital Transformation.

Future Nurse Future Midwife

During 2018/19 NIPEC - on behalf of the Department of Health - worked with key stakeholders across the HSC and nursing and midwifery education to develop a strategy and implementation plan in response to the new NMC Future Nurse Future Midwife Education standards published in May 2018. The new standards change the expectation of competence at the point of registration. It will ensure nurses and midwives have the knowledge and skills they need to deliver care across a range of settings and in response to changing service needs across Northern Ireland. The Future Nurse Future Midwife (FNFM) Programme Board and Working Group established in 2018 have links to UK-wide working groups and NMC-led groups. NIPEC has led this programme of work by using some of the funding to create additional capacity within the professional and corporate team to prepare for regional consistency in implementation of the new standards in Northern Ireland.

Five work streams have been identified as integral to the project, including:

- Development of a Northern Ireland Practice Assessment Document
- Agreement on the implementation of a Northern Ireland model for Student Supervision and Assessment in Practice
- A new approach maximizing Practice Learning Environments to ensure learning opportunities are exploited to their full potential and create rich student learning experiences
- Ensuring the 2020 Curriculum across nursing and midwifery reflects the NI strategic direction and transformation agenda
- Development of a comprehensive Engagement and Communication Strategy.

During 2019/20 NIPEC will continue to lead the FNFM Project and work in partnership with stakeholder colleagues to develop regional resources and products to support full implementation of the nursing standards from September 2020.

The 'Future Midwife' programme of work was also initiated in 2018/19 with NIPEC playing an active role in understanding the regional midwifery view on the NMC draft standards of proficiency for midwives and draft standards for pre-registration midwifery programmes. NIPEC will continue to be proactive in its Future Midwife programme to ensure that the midwives of the future are ready for the challenges that the changing context of midwifery practice will bring. This will be especially important as the agreed NMC standards for midwifery are published towards the end of 2019.

Post Registration Masters Programme

NIPEC supported the DoH to prepare a proposal for a Post Registration Masters Level, Nurse Development Programme. This proposal intentionally supports the strategic direction set by Health and Wellbeing 2026: Delivering Together (DoH, 2016) and in particular the transformation of health and social care services by introducing a comprehensive initiative to support the retention of newly registered nurse graduates in the local workforce. The 30 participants will commence the academic element of the programme in September 2019 and over the following two years will rotate through two acute placements and two community placements, including the independent sector.

Digital Transformation

Recording Care Project

Nursing and midwifery, as the largest professional group, generate the highest volume of data in health and social care. NIPEC has continued to foster good relations and provide advice and expertise on digital transformation to a range of organisations across the UK and Ireland during 2018/19. A member of NIPEC's Senior Business Team currently chairs the Five Country Digital Leadership Group for UK and Ireland which consists of advisors to

the Chief Nursing Officers across UK and Ireland. In 2018/19 part of this work was to produce indicative content for under-graduate nursing and midwifery programmes across the five countries relating to digital practice. The programme of work is also supporting the implementation and evaluation of an innovative approach to person-centred nursing care planning in a range of nursing care settings in the region.

The leadership and management of the regional Recording Care Project seeks to continuously monitor the standard of nurse record keeping practice to demonstrate improvement, whilst simultaneously developing resources to support improvement. During 2018/19 this included further roll out of a new model of nursing care planning and the completion of work relating to a review of the regional data set for adult hospital based care settings. The approach includes an audit and improvement cycle for nurse record keeping practice, supported by relevant resources within the NIPEC Improving Record Keeping Practice micro-site.

NIPEC's Electronic Resources

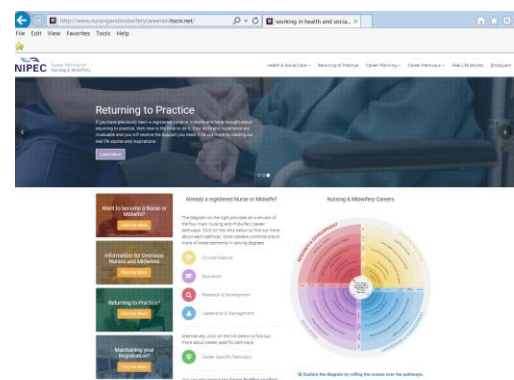
NIPEC Website

NIPEC's online presence includes its main website, promoting all its projects, events and resources, career pathway microsites and a portfolio website. The main website is designed to be an easily accessible resource for nurses and midwives, to support their practice, education and professional development. The figures detailed below demonstrate the importance of the NIPEC website regionally, nationally and internationally in 2018/19

The NIPEC website <http://www.nipec.hscni.net> received 88,211 hits and 26,260 visitors¹ with an average time of 2:20 minutes per session 2018/19. Visitors to NIPEC's main website were from 153 countries the top five of which were UK, US, India, Ireland, and Australia. Of this figure, 87% were new.

Career Pathway Website and Microsites

In 2018/19 The Career Pathway website <http://www.nursingandmidwiferycareersni.hscni.net/> received 27,420 hits and 10,412 visitors¹ with an average time of 1.443 minutes per session. This represents an increase in use of the Career Pathway from the previous year. Visitors to the career pathway website were from 9385 countries, the top five were: UK, US, Ireland, US, India France and Australia. Of these, 90% were new.



The career pathway website continues to be developed with additional profiles of staff working in various roles and settings in Northern Ireland including Midwifery and Senior

Nursing Assistant roles. Video clips promoting Nursing Assistant and Senior Nursing Assistant roles was added and launched at NIPEC's annual conference in March 2019.

Online Portfolio Website

A successful business case submitted in 2018, secured funding to refresh NIPEC's online portfolio <https://nipecportfolio.hscni.net> Registrants can now via smart mobile technology record their information for revalidation in a timely fashion.

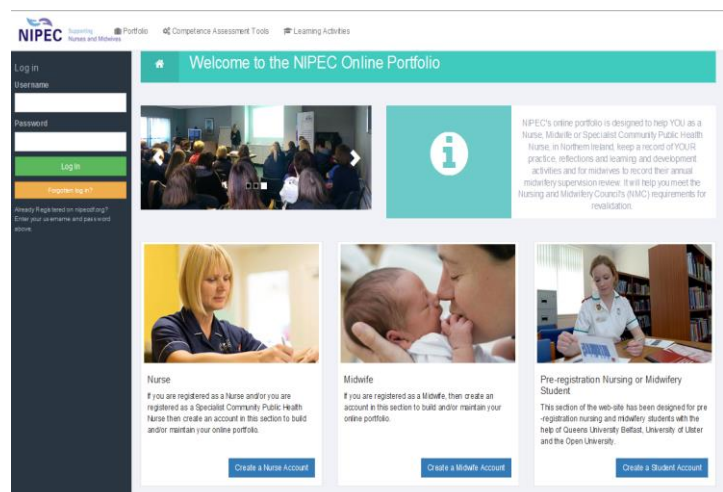
The portfolio enables registrants to:

- Record their practice hours
- Record and reflect on their Continuing Professional Development
- Record their feedback
- Reflect on their practice related feedback
- Download the NMC template with their information automatically inserted in the relevant sections
- Email relevant information to fulfil their revalidation requirements.

In 2018/19 the Online Portfolio website received 69,267 hits and 4,403 visitors¹ with an average time of 11.389.32 minutes per session. The analysis excludes inactive accounts. The 4,403 visitors to the Online Portfolio were from 62 58 countries and the top five were, UK, US, Italy France, US, Ireland and Germany Italy; 83% were new visitors.

NIPEC's Website Governance Team meets monthly to review the website and ensure its information is current, accessible, and useful. During 2018/19 the website information team maintained the sites by:

- Creating additional microsites to promote resources
- Regularly posting latest news about NIPEC resources and events
- Using google analytics to collect data to understand visits to the websites.
- Quality Improvement Project by an SPO to increase the number of visitors to NIPEC's main website
- ITS updated software to enable NIPEC to ensure broken links are kept to a minimum by running a monthly check.



SCAN (Senior Nurse/Midwife Current Awareness from NIPEC)



Published 10 times per year SCAN highlights current health and healthcare issues, key publications and events across the themes of policy, strategy, governance, leadership, workforce, education, clinical practice, professional development and quality. NIPEC's news and other important events/publications are also included. SCAN is issued for wider circulation via email to over 200 senior nurses and midwives in the statutory and independent sectors including HSC Trusts, PHA, DoH, Independent Hospitals, Hospices and Nursing Homes, as well as Education Providers and Staff Side organisations.

SCAN is also published on NIPEC's website <https://nipec.hscni.net/previousworkandpublications/sca-n-newsletters/> and promoted through NIPEC's social

media. NIPEC continues to add to the circulation list of SCAN in response to requests through its enquiry line.

Social Media

NIPEC increased its social media presence and utilised twitter throughout 2018/19 including at the NIPEC conference. The NIPEC team "tweeted" photographs and quotes from the speakers throughout the conference. NIPEC Senior Professional Officers also hosted three Twitter Chats in partnership with members of the various Steering Groups; two in January 2019 and one in March 2019. The Twitter Chats were on the topics of Specialist Nursing, Future Nurse/Future Midwife and Delegation and saw an increase in twitter activity during these months; 47,800 impressions/people reached in January and 24,400 in March 2019. In 2018/19, NIPEC has increased its number of followers on Facebook by 45 to 391 as at 31 March 2019 and for the same period it has increased its number of followers on Twitter by 554 to 1495 (see table below).

Facebook Statistics 2018/19	Total Number of Posts	Total number of people reached	Total Number of new followers	Total Number of followers
	85	10,283	45	391
Twitter Statistics 2018/19	Total Number of Tweets	Total number of people reached/ impressions	Total Number of new followers	Total Number of followers
	231	198,634	554	1,495

Senior Professional Officers engaged in one of the Twitter Chats.



Online Competence Assessment Tools: The competence assessment tools outlined in Table 1 (see below) are designed to facilitate on-line completion to support staff with reflection and enhancement of knowledge, skills and behaviours. Competence assessment tools are available on the online portfolio and the NIPEC website. These resources enable nurses and midwives to complete a self-assessment in order to identify their learning needs and develop their knowledge and skills. In each of NIPEC’s career pathways there are competencies developed for each of the roles. Registrants and their line managers and supervisors can use these to help support the practitioners development in clinical skills, knowledge and behaviours.

In line with the TNMD work stream, NIPEC has reviewed and revised the tools and resources available to nurses and midwives on the Recording Care micro-site. This work will further support the improvement of standards of record keeping practice in Northern Ireland for nurses and midwives.

Table 1: Competence Assessment Tools

NIPEC’s e-resources:	Available at: (must be registered first)
Attributes Framework	https://nipecportfolio.hscni.net/
Respiratory (R-CAT)	https://nipecportfolio.hscni.net/
Competence Assessment Tool for Ward Sisters/Charge Nurses	https://nipecportfolio.hscni.net/
Competence Assessment Tool for Team Leaders	https://nipecportfolio.hscni.net/

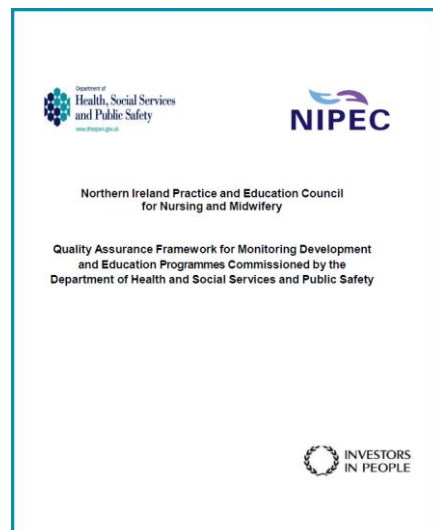
Improving Standards in Education and Development

In collaboration with education and service providers NIPEC further supported improved training standards of education and development through events and activities to facilitate and enhance the competence of nurses and midwives.

NIPEC continued to play a lead role in quality assuring Non-NMC regulated education activities. Monitoring was undertaken in accordance with The Quality Assurance Framework for Monitoring Development and Education Activities 2018/19.

NIPEC worked closely with stakeholders to quality assure a broad range of programmes including:

- Ultrasound Scanning (Stand Alone Module)
- Stroke Care (Inter-disciplinary)
- Anaesthetic Nursing (6 days)
- Enhancing your Healthcare Practice (1 year)
- Cervical Screening for Healthcare professional (Short Course).



During 2018/19, NIPEC delivered its responsibilities of promoting high standards of practice, education and the professional development of nurses and midwives. Developing leadership knowledge and skills and improving practice. Examples include:

- The Launch of an *Outcomes Measurement Framework* at a Registered Learning Disabilities Nursing Forum Event - the Outcomes Measurement Framework is a resource which enables the demonstration of the outcomes of nursing practice
- NIPEC tested the *Career Framework for Specialist Nursing* through the development of specific competencies for Specialist Nurses in Cancer, Adult Diabetes, Children's Diabetes, Tissue Viability and Palliative Care. This Framework was co-produced and designed with Specialist Nurses across all the relevant areas of Practice and Senior Nurses in HSC Trusts, Macmillan, Hospices, Public Health Agency, Education Providers, RCN, and Unison. Service Users and Human Resource colleagues.

Safeguarding Adults Competency Framework

During 2018/19 NIPEC led work to develop a *Safeguarding Adults Competency Framework* for nurses and midwives. The aim of this project was to develop a competency framework which identifies the skills knowledge and attributes required to safeguard adults and hence contribute to the quality of care that is provided. Following a successful workshop in March 2018 the core elements of the proposed competencies for Adult

Safeguarding were agreed and the “Safeguarding Adults: Core Competency Framework for nurses and midwives’ was completed.

Participants in the Adult Safeguarding workshop at Antrim Civic Centre.



In the past, NIPEC has reported on projects for nurses and midwives with the aim of raising standards. An update on progress with regards to these projects is provided below.

Enabling Professionalism

Evidence continues to be provided to NIPEC that nurses and midwives across the UK are using this framework to guide reflection for revalidation and improve professional practice. In addition, the framework has been amended for use in New Zealand and Australia. During 2018/19, the Enabling Professionalism Framework was selected by the Chief Nursing Officers across the UK and Ireland as one of the work streams for use within the Year of the Nurse 2020 and Nursing Now 2020 campaigns supported by the World Health Organisation and the International Council of Nurses.

A Supervision Framework for Nursing and Midwifery

Through the Central Nursing and Midwifery Advisory Committee (CNMAC) chaired by the CNO, NIPEC was commissioned to lead work to explore the development of a *Nursing and Midwifery Supervision* Framework for Northern Ireland that could be positioned under one policy directive. The work recognises that whilst nursing and midwifery are two separate professions, legislative changes to the Nursing and Midwifery Order (2001), to remove the statutory supervision of midwives has required a revision of the operationalisation of midwifery supervision. The CNO tasked NIPEC to propose a revised approach which could incorporate a cross-professional approach to registrant supervision. During 2018/19 the outline draft model was consulted on and NIPEC engaged a wide range of stakeholders to describe the resources, policies and processes required to support nursing and midwifery supervision under a single policy framework.

Link Nurse Project

This project reviewed the role of Link Nurses in HSC Trusts in Northern Ireland and sought the views of link nurses, ward managers, senior nurses, team leaders and Specialist Practice Nurses via surveys and workshops. This engagement with stakeholders has provided a perspective on the range and scope of the role of link nurses in Northern Ireland and will be used to inform future work.

Stakeholder Involvement

A key function of NIPEC is to engage with stakeholders throughout the HSC in order to gain consensus and ensure that outputs are relevant, facilitate translation and implementation into practice, and hence raise standards and quality. In each of the work streams SPO's engage with stakeholders from Trusts, the Independent Sector, Universities and Professional Bodies, to ensure that the voice of key stakeholders are heard, listened to and incorporated into the work stream activity and outputs.

During September and October 2018, NIPEC Senior Professional Officers facilitated a total of seven stakeholder events in the same locations as 2017, and accessible to the same sectors, in order to meet frontline nurses and midwives and raise awareness about NIPEC's projects and related resources.



NIPEC hosted three twitter chats and a survey monkey questionnaire was opened to facilitate feedback during the roadshow tour.

This resulted in the following successful engagement:

- Roadshows – 109 attendees (an increase from 71 in 2017)
- Survey monkey – 77 responses
- NIPEC Chair and Chief Executive visits to Executive Directors of Nursing and Independent and Voluntary Sector Forum.

This approach continues to be successful in raising NIPEC's profile with registrants from Band 5 through to Band 8a and Executive Directors of Nursing. Feedback from the survey supports these approaches for engagement and NIPEC will continue with this approach in 2019/20 (see *Integrating the Care* for more detail). NIPEC continued to enhance information systems and communication processes to meet the needs of its stakeholders in support of safe and effective practice by providing resources, advice and information for registrants and their employers, and in addition, exploring opportunities to increase its involvement in multidisciplinary projects and initiatives.

Personal and Public Involvement

NIPEC promotes a partnership approach in its projects and work-streams and in the development of resources. Representation from the voluntary and independent sectors are sought and included in all NIPEC projects. NIPEC has also set up a number of actual and virtual forums through which opinions might be sought, for example, the Independent and Voluntary Sector Forum and the Personal and Public Involvement Forum.

During 2018/19, NIPEC continued its efforts in relation to Personal and Public Involvement (PPI). Specifically, this included NIPEC engaging a small personal and public involvement e-forum, comprising of members of the public interested in the work of NIPEC. We recognise the power, importance and impact of PPI in our work streams and take opportunities, where possible and/or relevant, to engage with service users, carers and the general public through seeking their views and opinions in online or face to face consultations.

The following are evidence of NIPEC's commitment to PPI in 2018/19:

- NIPEC is a member of the *Regional Personal & Public Involvement Forum* which directs the approach to this engagement and activity in the region
- When quality assuring non-NMC regulated education activities, NIPEC promoted the involvement of patients, clients and carers in the planning design and delivery of educational programmes where appropriate/ relevant
- Tenants and Staff of a Supported Living Centre continue to work on improvements they undertook when part of a QI project
- The regional 10,000 voices project, continued to be considered in the planning, development and review of all NIPEC's work
- "On the Spectrum" Band performed for delegates at NIPEC's Annual Conference 2019.

Standardising Care and Ensuring Person-Centredness

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 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 high-quality, 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 enabling nurses and midwives to improve their practice to ensure person-centredness and to meet the needs of patients/clients and their carers through:

- Enhancing information and communication processes to meet the needs of stakeholders
- Supporting safe and effective practice through the delivery of a wide range of activities, providing resources, advice and information for registrants and their employers
- Implementing a work programme that focuses on activities which impact on quality and safety in relation to the delivery of care alongside a person-centred focus
- Contributing to the RQIA Clinical Audit Programme through awareness sessions with inspectorate staff.

NIPEC's projects are informed by literature and underpinned by robust, evidence based research in order to support quality improvement. NIPEC's SPOs also lead or contribute to a wide range of strategic fora and networks to support innovation and quality improvement and to build links with local research organisations. The following examples in 2018/19 demonstrate this:

- An SPO was a member of Queens Nursing Institute/ Queens Nursing Institute Scotland (QNI/QNIS) Voluntary Standards for Children's Community Nurse Education and Practice Advisory Group. The aim of the group was to develop and publish new voluntary standards for Community Children's Nurse education and practice
- An SPO contributed to the RQIA Homebirth Guideline Development Group

- An SPO worked in collaboration with the PHA to develop a universal pathway for post-natal care in Northern Ireland. This work addressed two of the objectives within the Northern Ireland Maternity Strategy (2012-2018)
- NIPEC led a project which aimed to enable and support registrants to effectively raise concerns in accordance with the NMC Code (2018)
- NIPEC supported a successful bid to the Research and Development Office in 2018/19 for funding to evaluate the impact of the PACE care planning approach to person-centred nursing practice.

Integrating the Care

“We will develop integrated pathways of care for individuals. We will make better use of multidisciplinary team working and shared opportunities for learning and development in the HSC and with external providers” (DHSSPS, 2011a).

Health and Social Care provision in Northern Ireland is delivered within a context that requires effective working across a wide number of organisations, agencies and health care professions.

NIPEC works through robust strategic alliances to strengthen the capacity and capability of the nursing and midwifery professions in Northern Ireland. This involves effective, positive multi-professional partnership working and collaboration with a wide range of stakeholders from various sectors. NIPEC continually explores opportunities for increasing its involvement in multidisciplinary projects and initiatives.

Engagement with Stakeholders

NIPEC has a strong ethos of collaborative working with key stakeholders across all areas of health care and has developed a reputation for facilitating successful regional projects and initiatives.

Engagement with stakeholders is a fundamental part of NIPEC’s work and is crucial to achieving our aim of influencing and guiding improved standards of practice, education and the professional development of nurses and midwives. This process enables NIPEC to ensure that the voice of stakeholders is heard at the highest level of the organisation.

During 2018/19 NIPEC worked with its stakeholders to understand key priorities and needs across the HSC system and across independent, voluntary and education provider organisations and at individual registrant level. This has formed the basis of a formal review of NIPEC’s consultations with stakeholders and a review of its Public Involvement Policy. The policy reflects the regional standards and values underpinning Personal and Public Involvement (PPI) and endorses the HSC standards and guidance on the involvement of disabled people.

An Engagement and Communication Strategy continues to influence, guide and support NIPEC’s work streams with the aim of ensuring the wider HSC and its organisations remain informed of NIPEC’s work. During 2018/19 NIPEC continued to use a range of methods to encourage an open dialogue with external stakeholders, including: Business, Governance and Accountability meetings with our sponsoring branch (the Chief Nursing Office at the Department of Health), other ALBs and special agencies, HSC Trusts, HSC organisations, the voluntary, independent and private sector, the education institutions, BSO and other key stakeholders, such as the NMC and those across the devolved UK administrations. This is important to ensure the role and remit of NIPEC is fully

understood in order to influence, develop and maintain working partnerships and relationships which support NIPEC as an organisation.

The following are examples of how engagement with stakeholders has been taken forward:

NIPEC's Independent and Voluntary Sector Forum

NIPEC continues to engage with the voluntary and independent sector through its Forum and various projects including the Career Framework for Specialist Nurses, Career Pathways for Older People's Nursing, NIPEC SCAN, and NIPEC Annual Conference. NIPEC also attended an event facilitated by the Public Health Agency for staff in Care Homes, where it promoted its resources for registrants. The Independent and Voluntary sector were also invited to NIPEC stakeholder events.

Delegation

In 2018/19 NIPEC launched the decision support framework for delegation of nursing and midwifery tasks and duties. This work was co-chaired collaboratively by the Director of Nursing RQIA and the Chief Executive of NISCC. This tool will support appropriate decision making within integrated nursing and midwifery teams, underpinning choice and control for health and social care provision for the population of Northern Ireland. A further phase of this work has commenced with the Executive Directors of Nursing, Social Work and Directors of Adult Care to consider governance arrangements to enable multi-professional delegation supporting personal choice within health and social care services.

Strengthening the Commitment: NI Action Plan

In June 2018 the CNO Launched the Career Pathway for Learning Disabilities Nursing – a key priority under the theme of Strengthening Capacity in the NI Action Plan. During the past year NIPEC continued to work in partnership with the RCN at the request of the NI Collaborative (the group established by the CNO to take forward the actions in the NI Action Plan) to support the Professional Development Forum for Registered Nurses Learning Disabilities (RNLDs).

The Forum aims to provide a platform to exchange best practice, explore professional issues and promote networking opportunities. The average attendance is 55 RNLDs from across all settings. The Forum maintains strong links with the Royal College of Nursing and RNLD Nursing Network

NIPEC's Chief Executive and SPOs were members of a range of multi-professional regional fora within which they provided strategic and professional advice and guidance on matters related to the nursing and midwifery professions. Examples of this in 2018/19 include:

- Hyponatraemia Inquiry and Training Work stream (DoH)
- District Nursing Framework (PHA, DoH)
- Clinical Audit Programme (RQIA)
- Quality 2020 Project Groups (DoH, HSCB)
- Regional PPI Forum (PHA)
- Community Promoting Good Nutrition Steering Group (PHA).

Annual Stakeholder Engagement

In 2018/19 the NIPEC Stakeholder formal engagement continued to use the revised format developed in 2017 and engaged directly with our stakeholders in direct face to face contact as well as utilising information technology and social media including:

- Use of Survey monkey to target front line staff – (use of a short on-line survey which would aim to capture professional issues)
- Social media – Online chat rooms /twitter chat to engage with nurses and midwives (front line staff) to discuss/identify potential work streams for NIPEC aligned to NIPEC’s Corporate plan and to show case NIPEC’s current work/resources
- Roadshows – seven NIPEC roadshows were held across the province. The purpose of this was to increase the profile of NIPEC, showcase the work of NIPEC and to use the opportunity to identify potential work streams.

This revised approach to stakeholder involvement has enabled NIPEC as an organisation to engage with more registrants and has yielded a range of feedback via the surveys and roadshows. This feedback suggests that NIPEC’s work is effective and beneficial to registrants and the professions. The respondents also suggested a range of ways in which NIPEC could further enhance its profile and promote its products and resources. One of the suggestions from the survey was that the online portfolio should be upgraded to be easily accessible on mobile Smart technology; NIPEC has listened and this is now in place.

The Twitter chats have proved useful in reaching registrants; although it is interesting to note that many registrants are still developing their confidence in the use of Twitter and currently only engage in twitter by “liking” or “retweeting” comments.

NIPEC

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

Stakeholder Engagement Events

NIPEC is keen to hear from Nurses and Midwives across all healthcare settings in Northern Ireland and the team are coming to a place near you.

We would like to take this opportunity to:

- showcase some of the resources developed to support you in your practice
- take the opportunity to hear your views about our work and how NIPEC could best support your practice.

Date, Times and Venues

SEPTEMBER DATES	OCTOBER DATES
27 th Sept – 12.00 – 1.30 pm – Bally House, SEPICT Ulster Hospital	3 rd Oct – 11.00 – 12.30 pm – Lecture Theatre 1, MEIC Altnagloran Hospital
25 th Sept – 02.00 – 03.30 pm – Lecture Theatre, MEC Craigavon Area Hospital	6 th Oct – 02.00 – 3.30 pm – Postgraduate Centre – Larlin Room, Belfast City Hospital
27 th Sept – 02.00 – 03.30 pm – Lecture Theatre, South Tyrone Hospital	9 th Oct – 02.00 – 3.30 pm – MEIC Seminar Room 2 (main building), Cooney Hospital

This event is free to attend & open to all registrants across all sectors.

TO ATTEND: Drop in on the day but also register your interest on NIPEC website at: <http://www.nipec.hse.ni.net/About-us/events-calendar/>
Tea and Coffee and biscuits will be available

Shared Opportunities for Learning and Development

One of NIPEC's statutory functions includes the promotion of high standards in the education and training of nurses and midwives. NIPEC supports a flexible approach to the learning and development of nurses and midwives and continues to explore the production of resources, to enable registrants to enhance their competence and performance in order to improve the quality of care they provide to their patients and clients. In addition, NIPEC continues to engage in opportunities to spread awareness and use of its resources across other professions, where appropriate.

NIPEC collaborates with education and service providers to promote high standards in the delivery of education for nurses and midwives. This objective is achieved through active engagement with key stakeholders, and taking forward a range of activities to support and monitor the quality of education delivery.

The role of NIPEC in supporting learning and development has already been highlighted in the section *Transforming the Culture* (online portfolio) and *Strengthening the Workforce* (quality assurance of non-NMC commissioned programmes). During 2018/2019 NIPEC collaborated with the NMC on the Future Nurse and Future Midwife programme of work which contributed to the development of the draft NMC Future Nurse pre-registration standards (page)

Annual Conference

Over one hundred and eighty delegates from across NI attended NIPEC's Annual Conference on 6 March 2019 the theme of which was "***Preparing Nurses and Midwives for the Future ... to Infinity & Beyond!***".

NIPEC has an internal planning team responsible for the overall organisation and smooth running of the conference including reviewing feedback from the previous conference to improve the next one. The evaluations of the 2019 conference were extremely positive and affirmed that the aims of the conference were achieved, with participants stating that they valued the opportunity to learn from the speakers presenting and they also stated that the conference theme was highly relevant to their practice. The speaker's presentations are recorded and posted on YouTube on NIPEC's website, to be accessible to a wider audience.

<https://nipec.hscni.net/home/previous-events/conferenceevents/nipec-conference-2019/>

This year's conference was extra special as we had a band called "On the Spectrum" performing for delegates over lunch time. The band are a group of young people aged 18-25 who were supported through the Autism Services in the Southern HSC Trust. The

feedback on the band was excellent. “The Camper Van of Dreams” was another addition this year which facilitated delegates to voice their wishes and dreams for their service.



NIPEC builds on the success of each Conference by reviewing the formal and informal feedback and evaluations in order to enhance the content and relevance of the subsequent conference. The following feedback from the NIPEC Conference 2019 demonstrates that this was achieved:



NIPEC believes that it is essential to ensure that shared opportunities for learning maximise the potential for having an impact on patient care. The annual Conference continues to be a valuable mechanism for enabling this to happen.

Conclusion

This report demonstrates the activities which NIPEC has engaged in during 2018/19 to maintain and improve the quality of care provided by nurses and midwives in Northern Ireland. NIPEC has a vision and a strategy which is focused on achieving the quality principles outlined in Quality 2020.

Going forward, NIPEC will strive to achieve more whilst maintaining its focus on quality. Whilst the year ahead will be challenging there will be unique opportunities through which NIPEC will seek to expand capacity internally and work with key partners to introduce and embed new NMC education standards for nurses and midwives along with other projects in support of the broader transformation agenda within Northern Ireland. This will be in direct response to professional, policy, strategic and clinical priorities.

Despite the changing clinical, social, financial and political climate we are confident that this is possible because of the dedication and commitment of the Nursing, Midwifery and broader workforce within and outside of the organisation.

The regional approach adopted by NIPEC secures effective, timely and efficient processes which reduce duplication of effort across other ALBs and ensures consistency of practice which is evidence-based and impartial to commissioning or provider pressures.

Further examples of projects undertaken by NIPEC can be accessed on <https://nipec.hscni.net/>

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NIPEC's Governance Framework

NIPEC applies the principles of good practice in Corporate Governance and continues to strengthen its governance arrangements. NIPEC does this by undertaking continuous assessment of its compliance with best practice, by having in place an 'Annual Governance Cycle' for the Council. This covers the areas of:

- Strategy
- Performance
- Risk
- Regulatory
- Other (Equality, etc.).

The Council receives an annual report and quarterly feedback from the Audit and Risk Committee, which monitors and adheres to the Northern Ireland Audit Office (NIAO) governance policy and guidance.

With regard to the wider control environment, NIPEC has in place a range of organisational controls, commensurate with the current assessment of risk, designed to ensure efficient and effective discharge of its business in accordance with the law and Departmental direction.

Every effort is made to ensure that the objectives of NIPEC are pursued in accordance with the recognised and accepted standards of public administration. For example, NIPEC's recruitment and selection policies are based on the principle of equality of opportunity, and controls are in place to ensure that all such decisions are taken in accordance with the relevant legislation.

Governance Framework

- The Council exercises strategic control over the operation of the organisation through a system of corporate governance, which includes: a schedule of matters reserved for Council decisions
- the regular review of governance documents, including standing financial instructions, standing orders, the standards of business conduct for all staff and the review of this Governance Statement
- a '*scheme of delegation*', which delegates decision-making authority within set parameters to the Chief Executive and other Officers
- The establishment of an Audit and Risk Committee and a Remuneration Committee, and a regular review of their terms of reference.

Membership of the Council and the Committees is as follows:

Council

Membership

- Chair
- Chief Executive and eight Professional Members (who all must hold a current registration on the Nursing and Midwifery register)
- Six Lay Members
- Ex-Officio Member (Chief Nursing Officer).

Functions

NIPEC was established on 7 October 2002 under the Statutory Rules, “The Health and Personal Social Services (2002) Act (Commencement) Order (Northern Ireland) SR2002 No.311 (C.25).

Within the Health and Personal Social Services Act (Northern Ireland) 2002, Chapter 9, Section 2, NIPEC was established as an NDPB, sponsored by the DHSSPS. The Act identifies the following responsibilities for NIPEC:

“It shall be the duty of the Council to promote:

- (2) (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.

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

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

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

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

During 2018/19 NIPEC’s Council met on four occasions (four public meetings).

Audit and Risk Committee

Membership

- Two Professional Members
- Two Lay Members
- Also, in attendance are the NIPEC Chief Executive and Head of Corporate Services; representatives from NIPEC's External Auditors, the Northern Ireland Audit Office, Internal Audit, BSO and when required a financial representative from the BSO. A representative from NIPEC's Sponsor Branch attended the February 2019 meeting of the Committee.

Functions

The Audit and Risk Committee is an advisory body with no executive powers, other than those specifically delegated in the Terms of Reference. It is authorised by the Council, however, to investigate any activity within its Terms of Reference, and to seek any information it requires from staff, which are requested to co-operate with the Committee in the conduct of its enquiries. Request for work, and reports received, from internal audit are channelled through the Chief Executive.

The Audit and Risk Committee is authorised by the Council to obtain outside legal or other independent professional advice and to secure the attendance of outsiders with relevant experience and expertise, if it considers this necessary. The Committee completes on a regular basis the National Audit Office's 'Audit Committee Self-Assessment Checklist' in which it assesses itself against best practice. A copy of this is forwarded to the Central Arm's Length Bodies Governance Unit. The outcome to-date of this self-assessment is that NIPEC adheres to best practice for those areas which were applicable.

During 2018/19 NIPEC's Audit Committee met on a total of four occasions as stated within its Terms of Reference. All meetings were quorate. All audit assignments included in the 2018/19 Internal Audit Plan, approved by the Audit and Risk Committee, were completed. Also, in a report dated 18 April 2019 on a year-end follow-up on outstanding internal audit recommendations, the Internal Auditor noted that, at year-end, 3 (100%) out of the outstanding 3 recommendations examined had been fully implemented. The Internal Auditor provides management with an assurance, as per the four tiered opinion system used to convey the Internal Audit opinion¹.

¹ Department of Finance and Personnel, circular reference DAO (DFP) 11/07, dated 23 August, 2007.

The Internal Audit Review outcomes for 2018/19, therefore, showed the following:

- **Finance Audits**
 - **Financial Review** - **'Satisfactory Assurance'**
No priority 1 weaknesses were identified.
 - **ALB Travel Audit** - **'Satisfactory Assurance'**
No priority 1 weaknesses were identified.
- **Corporate Risk Based Audits**
 - **Performance Management & Reporting** - **'Satisfactory Assurance'**
No priority 1 weaknesses were identified.
- **Controls Assurance Standards**
 - **Audit of the Mechanism put in place post April 2018**

The Head of Internal Audit's 'Annual Report for the Year' gave the following opinion:

*"My overall opinion for the year ended 31 March 2019 is that there is a **satisfactory** system of internal control designed to meet the organisation's objectives."*

All NIPEC Internal and External Audit reports together with the management responses go to the Audit and Risk Committee for consideration.

As well as the normal formal organisational two way information channels for NIPEC to communicate to and from staff, NIPEC has in place a 'staff suggestion box' which enables staff to anonymously raise an issue together with suggested ways to improve the matter.

All responses are considered by NIPEC and feedback is given to the staff via staff meetings.

Remuneration Committee

Membership

- All the Council Members, with the exception of the four who serve on the Audit and Risk Committee.

Functions

The Role of the Remuneration Committee is the managing and overseeing of the NIPEC performance management process by:

- Encouraging effective appraisal of staff
- Scrutinising objectives for:
 - Consistency
 - Robustness
 - Alignment with Government and Department priorities and local priorities
- Ensuring that robust process has taken place
- Monitoring for consistency of assessment
- Recommending an overall banding and award for Senior Executive.

Of the four scheduled meetings of the Council for the year, three of the meetings were quorate, with the exception of the September 2018 meeting, not being quorate

In addition to the above, NIPEC has a Senior Management Team (SMT), which is comprised of the Chief Executive, five Senior Professional Officers and the Head of Corporate Services. The SMT meets on a monthly basis as part of the organisation's Business Team which has the Corporate Services Manager also in attendance. This group supports the Chief Executive in the operational aspects of the organisation. Also, the Chief Executive holds a monthly, one-to-one meeting with each member of the SMT; this meeting covers all aspects of that officer's work.

- With regard to legal services, NIPEC uses the Directorate of Legal Services in the BSO. Should NIPEC use independent legal advisors, NIPEC would comply with extant DoH guidance, in particular, HSS (F) 67/2006 – Payments in Respect of Ligation and Legal Services.

Information on the quality of NIPEC's activities

The meetings of the Council, with the exception of one, and all the Audit & Risk Committee were quorate during the year. At each Council meeting a number of reports were provided and normally included:

- A report by the Chief Executive on NIPEC's activities
- A corporate services update report and 'executive financial management summary'
- An overview of NIPEC's work streams/initiatives which is generally complemented by a more detailed presentation on a specific initiative.

Operational Management

In addition to the above, NIPEC has a Senior Management Team (SMT), which is comprised of the Chief Executive, five Senior Professional Officers and the Head of Corporate Services. The SMT met and continues to meet on a monthly basis as part of the organisation's Business Team. This team supports the Chief Executive in the operational aspects of the organisation. The Chief Executive held and continues to hold a monthly, one-to-one meeting with each member of the SMT, which covers all aspects of each officer's work.

Governance Performance

NIPEC has in place a robust governance and accountability framework through the effective management and monitoring of corporate and financial performance. At an operational level and on a day to day basis the Head of Corporate Services plays a key role in this regard. Key activities and achievements which are of relevance to *NIPEC's Quality Report 2018/19* include the following:

- During the year 7 risks were recorded on the NIPEC Corporate Risk Register. At the year end the standing of the risks was 2 closed, 3 (*medium risks*) and 3 (*low risks*) remaining open and being managed.

Due to the current economic climate in which the HSC's budgets are set NIPEC's was notified of its reduced Revenue Resource Limit (RRL) for 2018/19 on the 30 March 2018 of £1,178,194, a reduction of £12,000 or 1%. This was due to the DoH need to address the overall DoH funding gap in 2018/19.

Further additional funds were awarded to NIPEC during the year as follows:

- Confidence and Supply Transformation Fund:
 - 25 May 2018 an allocation of £204,000 for the Future Nurse Future Midwife Project
 - 7 June 2018 an allocation of £259,000 for the Nursing and Midwifery Transforming Data Project

(Both of the above allocations were ring fenced)

- 19 June 2018, funding of £111,310 to support the HSC Voluntary Exit Scheme. *(The above allocation was ring fenced)*

- Capital Funds (August and October 2018):
 - £39,210 for the rewrite of the NIPEC web based portfolio
 - £9,149 for ICT refresher

NIPEC surrendered under easement the following funds during the year as follows:

- General RRL £131,640 *or 11%*
- Transformation projects:
 - i. FNFM £111,700 *or 54.8%*
 - ii. N&M Transforming Data £143,300 *or 55.2%*
- VES. £111,312

The end of the year RRL figure for NIPEC was £1,267,033

Financial estimates and expenditure statements for each quarter were considered by the members.

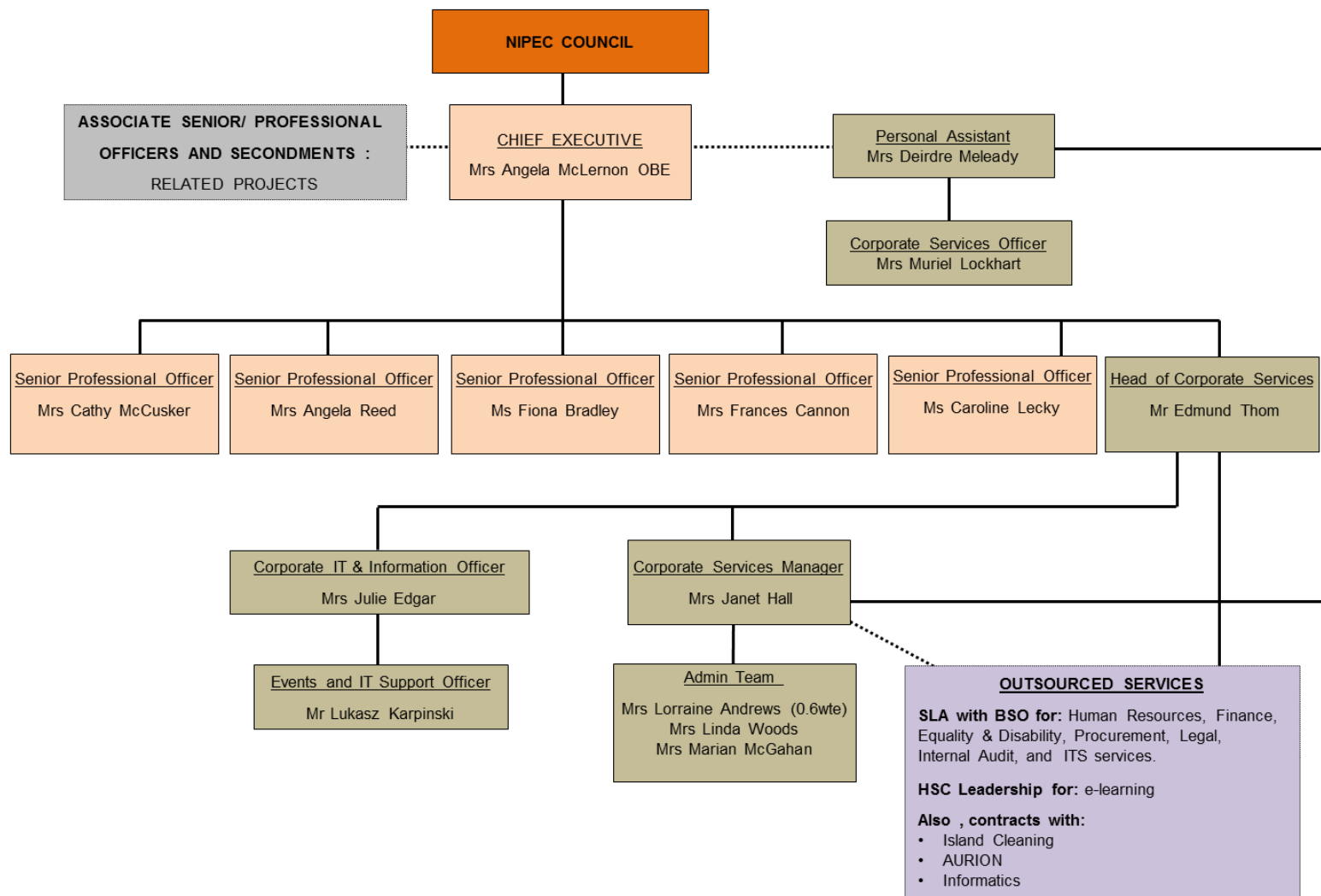
- NIPEC's financial accounts for the year ending 31 March 2019 showed a surplus of £13,848 or 1.08% which was within the HSC breakeven target of either 0.25% or £20,000. An unqualified audit report was obtained from the NIAO on the 2018/19 financial accounts
- As part of its efficiency programme, within its Property Asset Management Plan (PAMP), NIPEC continued to accommodate PPC staff within its current accommodation
- Increased use continued to be made of ICT equipment resulting in a continued increase in the number of meetings held in NIPEC that were either face to face or via teleconference due to the reduction in travel across stakeholder groups. NIPEC as the lead organisation in a significant number of programmes of work was required to host these meetings
- During the year, NIPEC complied with its statutory duties in respect of:
 - Production of the annual report and accounts'
 - Equality and disability
 - FOI Act, 2000
 - DPA, 1998 and GDPR
 - Records management
 - Bribery Act, 2010
 - Privacy impact assessment

As noted in the previous year report from the 1 April 2018 the current controls assurance standard returns to the DoH would cease with an appropriate alternative mechanism being put in place to meet corporate governance assurances.

In order to ensure that NIPEC has a systematic and planned approach to the governance of information to enable it to maintain information in a manner that effectively services its needs and those of its stakeholders in line with appropriate legislation NIPEC has in place the following:

- *Register of policies and procedures*
- *16 HSC mandatory e-Learning programmes for staff*
- *Compliance with General Data Protection Regulation (GDPR)*
- *e-Learning programmes for staff*
- *Compliance with General Data Protection Regulation (GDPR)*
- *Compliance with Freedom of Information (FOI) Act 2000*
- *Privacy statement on main website*
- *Register of NIPEC contracts*
- *Protocols governing the saving of personal information with other organisations i.e. Data Access Agreements in place*
- *Effective control of corporate records via management processes*
- *An Information Asset register is maintained*
- *Corporate Risk register*
- *Data Access Agreements in place*
- *Effective control of corporate records via management processes*
- *An Information Asset register is maintained*
- *Corporate Risk register*
- *Monthly Staff In Post returns*
- *Monthly Management Accounts/Statements*
- *Senior Staff have 1:1 monthly meetings with Chief Executive*
- *Monthly Business Team and Corporate Services meetings*
- *Professional Work Matrix, KPIs and Corporate Controls and Finance reports taken to each Council meeting*
- *Register of approved Business Cases*
- *Corporate Plans and annual Business Plans*
- *Prioritisation Matrix held for each work stream within the business plan*

- *Information Governance and Website Governance groups*
- *Health & Safety Committee*
- *Monthly Business Team and Corporate Services meetings*
- *Professional Work Matrix, KPIs and Corporate Controls and Finance reports taken to each Council meeting*
- *Register of approved Business Cases*
- *Corporate Plans and annual Business Plans*
- *Prioritisation Matrix held for each work stream within the business plan*
- *Information Governance and Website Governance groups*
- *Health & Safety Committee*
- *Audit & Risk Committee.*





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