



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

ANNUAL QUALITY REPORT 2021/22

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



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Foreword

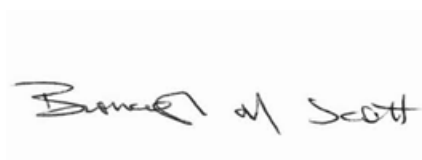
We are delighted to present our Annual Quality Report for 2021/22, reflecting NIPEC's commitment to driving the quality agenda in supporting the professions of nursing and midwifery to provide safe, effective high-quality care in Northern Ireland (NI). NIPEC have continued to embed the principles outlined in Quality 2020 through fulfilling our statutory functions by promoting high standards of practice, education and professional development for nursing and midwifery,

The Covid-19 pandemic dramatically changed the programmes of work being taken forward by NIPEC over 2021, in recognition of the need for stakeholder organisations to focus on delivering frontline emergency responses to the pandemic. Throughout 2021/22, NIPEC continuously reviewed the priorities with NIPEC's Council and the Office of the Chief Nursing Officer (CNO) as reflected the priority actions in its Business Plan.

As newly appointed Chair in January 2022 and Chief Executive in the March 2022, we give our commitment to assuring and improving quality going forward. We will continue to work in partnership with the nursing and midwifery professions and wider stakeholders to respond to the emerging priorities across the HSC system.

We acknowledge the contribution that nurses and midwives make to the work of the NIPEC team. Despite the relentless pressures in their operational roles they are passionate in making sustainable improvements in how they deliver care and services. We will continue to support them through innovative approaches and project management expertise, to co-produce improvements with their patients and service users. In 2022/23, NIPEC will seek opportunities to build on existing relationships and create new partnerships to extend our influence regionally, nationally and internationally for better outcomes in healthcare.

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



Bronagh Scott
NIPEC Chair



Linda Kelly
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.

Established in 2002 through primary legislation under the Health and Personal Social Services Act (2002) as a Non-Departmental Public Body (NDPB). 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)¹.

NIPEC plays a significant role in supporting the vision and objectives of the CNO (DoH) in the continued pursuit of excellence in the delivery of nursing and midwifery services to the population of Northern Ireland. Our commitment to quality is reflecting how we deliver the five statutory responsibilities which include:

The promotion of:

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

and provision of:

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

NIPEC supports the principles of *Quality 2020* and acknowledge that quality is everyone's business. This Annual Quality Report sets out what NIPEC achieved during 2021/22 to improve services under each of the five strategic goals outlined in *Quality 2020*:

- 1. Transforming the Culture;**
- 2. Strengthening the workforce;**
- 3. Measuring the Improvement;**
- 4. Raising the Standards;**
- 5. Integrating the Care.**

¹ Nursing and Midwifery Council (2018) *The Code: Professional Standards of Practice and Behaviour for Nurses and Midwives*. London: NMC.

1. Transforming the Culture

Objective 1: We will make achieving high quality the top priority at all levels in health and social care.

Objective 2: We will promote and encourage partnerships between staff, patients, clients and carers to support decision making.

NIPEC’s vision articulates clearly our commitment to achieving high quality as a priority for our organisation. It has been informed through a series of engagement events with our stakeholders, including the public, demonstrating how we value partnership working with staff, patients, clients and carers. That means that our vision has been defined by the people with whom, and for whom, we work.

NIPEC's Vision

Leading and inspiring nurses and midwives to achieve and uphold excellence in professional practice (NIPEC, 2017 p.7)¹

Whilst we are not a care provider organisation, NIPEC reflects the principles outlined in the Q2020 strategy through our vision and delivery of statutory functions. Our values which were also informed through a series of engagement events with our stakeholders, underpin **what** we do and **how** we do it, thereby shaping the culture of the organisation.

1.1 Our Values



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 promote respect for diversity and challenge sectarianism and racism in both employment and services.

1.2 Maintaining Quality within Governance Arrangements

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 staff by means of written and verbal reports as well as presentations on the initiatives, projects and governance issues.

The key organisational structures which support the delivery of good governance in NIPEC are:

- NIPEC Council;
- Audit and Risk Committee; and
- Remuneration Committee.

Further details of the Council and its Committees' activities in 2021/22 can be found in Appendix 1. The duties and functions of the Council, Chair, Council Members and the Chief Executive are set out in the Management Statement and Financial Memorandum (tabled at the June 2021 Council meeting) and also in NIPEC's Standing Orders, Scheme of Delegation and Standing Financial Instructions which were all reviewed by Council in 2021.

NIPEC applies the principles of good practice in Corporate Governance and continues to strengthen its governance arrangements. NIPEC does this through undertaking continuous assessment of compliance with Corporate Governance best practice by assessing NIPEC Council's Governance arrangements against the Department of Health's Governance annual self-assessment Assessment tool.

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.

NIPEC Council approved its self-assessment for year ending 31st March 2022 at its meeting on 9th March 2022 and agreed a new action plan which is being taken forward to ensure continual improvement in governance and best practice. During the self-assessment for 2021/22, one area of focus related to stability of the Board's position and size due to turnover of staff: NIPEC's Council comprises a Chair, the Chief Executive and

up to 16 members who are a combination of registrants and lay members including the DoH Chief Nursing Officer who is an ex-officio member. In January 2022, the DoH Public Appointments Unit announced the appointment of a new Chair and five new non-executive members to NIPEC Council, following the departure of the previous Chair and five members in December 2021. The terms of two members who served under the previous Council were extended for a further year, however eight vacancies remained.

This issue continued to be escalated throughout 2021/22 by NIPEC's Chair to the DoH Public Appointments Unit (PAU) via Sponsor Branch. Correspondence highlighted that while NIPEC were quorate, there was urgency to run a public appointments recruitment exercise and this took place in August and September 2022 to recruit additional members.

The Audit & Risk Committee purpose is to provide assurance to the Council that NIPEC has an effective system of integrated governance, risk management and internal control, across the whole of the organisation's activities that supports the achievement of the organisation's objectives.

In 2021/22, the Audit & Risk Committee undertook this work supported by regular reviews of financial reports, approval of the Annual Report and Accounts and Risk Management Strategy 2021/22, monitoring of NIPEC's Key Performance Indicators (KPIs) and seeking independent assurance from Internal Audit through Financial, IT/Websites and Risk/Assurance Framework audits. A summary of the Committee's work was presented to Council in July 2022, in the form of an Annual Report, and detailed the activity of the Committee for the year.

1.3 Equality and Disability Duties

NIPEC is committed to promoting equality and diversity and providing the systems and culture to meet the duties set out within Section 75 of the Equality Act

Like all public bodies, NIPEC have committed to reviewing its Equality Scheme under Section 75 of the Northern Ireland Act (1998) every five years. The purpose of the review is to critically evaluate the way the organisation has implemented Section 75 over the past five years and set direction for the next five years.

A Five-Year Review of our Equality Scheme was completed in 2021/22 and set out our intentions for the next five years. The review and future actions were ratified by our Council in June 2021 and submitted to the Equality Commission as required by 30th June 2021.

1.4 Valuing Staff

NIPEC staff remain our most valuable resource. Central to the delivery of our corporate objectives is a strong team ethos and a culture of positivity, engagement and open communication.

Throughout 2021/22, NIPEC's Health and Social Wellbeing Committee sought to nurture and improve staff relationships and support staff to improve their health and wellbeing. The Committee's membership included both corporate and professional staff and in addition to promoting a positive working environment, staff participated in a number of social events such as remote coffee breaks and a number of retirement functions.

In 2021/22, as NIPEC staff continued to work from home on a remote basis, formal and informal staff Huddles had been organised on a regular basis to support positive team working relationships. In preparation for a phased approach for staff returning to the office working environment, staff were also encouraged to attend NIPEC group meetings on a face to face basis.

The first NIPEC staff Awards Ceremony took place in September 2021. NIPEC Council aimed to recognise the achievement, quality and excellence in continuous improvement and leadership demonstrated by NIPEC staff especially in the light of the Covid-19 pandemic. Awards were:

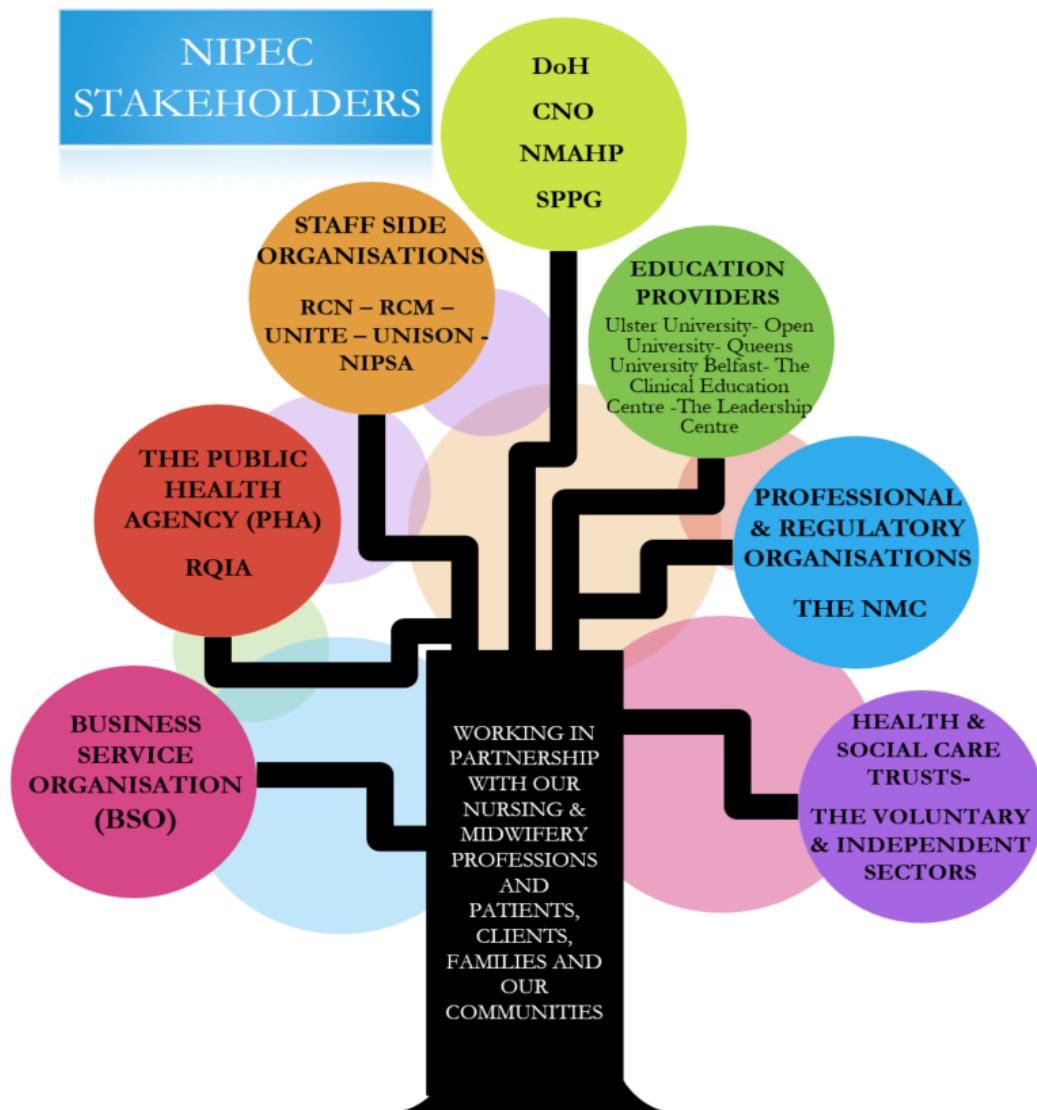
- NIPEC Award for Innovation and/or Leadership
- NIPEC Award for Promotion of Health & Social Wellbeing
- NIPEC Award for Outstanding Contribution.

The first NIPEC Awards Ceremony was successful in demonstrating how the organisation valued their staff and has provided a baseline for the organisation to build on the importance of recognition celebration of successes going forward.

1.5 Communication and Engagement

Partnership working is a priority in achieving NIPEC's aim to support provider organisations to deliver safe, effective, compassionate, person-centred care and services. This can only be achieved through working in working together with staff who deliver the service and with people who receive the services.

NIPEC's approach to stakeholder involvement is underpinned by its 'Engagement and Communication Strategy' which sets out how the organisation involves, communicates and collaborates with its stakeholders to achieve corporate objectives.



1.6 Internal Communications and Partnership Working

NIPEC's internal communications structure aims to ensure that the team remain engaged and well informed, where staff are valued as equal partners in delivery of our objectives. It also aims to foster a safe environment for staff to raise concerns, share solutions and respond through a learning focused, fair blame culture.

1.7 External Communications and Partnership Working

During 2021/22, NIPEC continued to use a range of methods to encourage an open dialogue with external stakeholders, including DoH, other ALBs and special agencies, HSC Trusts, the NMC, the voluntary, independent and private sector, education institutions and organisations 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. External communication with stakeholders is achieved through a wide variety of mediums including NEWS updates on the NIPEC Website, on-line, written, electronic and face-to-face communication, working collaboratives and professional fora.

1.8 Engagement and Partnership Working with the Nursing and Midwifery Workforce

Engagement with our nurses and midwives is a fundamental part of NIPEC's work to ensure that the voice of the staff, patients and people is heard at the highest level of the organisation. For a second year, NIPEC's usual face-to-face approach to professional stakeholder engagement was ceased. Roadshows were limited in HSC Trust locations during 2021/22 mainly due to the adherence to public health guidance. Throughout 2021/22 NIPEC continued to provide updates on Covid-19 related information via the CNO communication platform. This is a useful resource as NIPEC facilitated timely updates to registrants via the web-link, a targeted email circulation list, and social media activity including: Facebook and Twitter.

A number of examples of how NIPEC carried out effective stakeholder engagement are demonstrated throughout this document. In addition, the following are further examples of membership of key groups to drive and influence the professional agenda:

Professional Membership / Representation

- NIPEC's Independent and Voluntary Sector Forum;
- Enhanced Clinical Care Framework Workforce sub-group;
- NIPEC's Chief Executive and SPOs influence in a range of multi-professional regional and UK fora within which they provided strategic and professional advice and guidance on matters related to the nursing and midwifery professions. These include:
 - NMC Post Registration Review Steering Group;
 - NMC Professional Strategic Advisory Group;
 - Five Country Chief Nursing Officer Digital Leadership Group for Nursing and Midwifery;
 - Primary Care Steering Group;
 - Regional PPI Forum (PHA);
 - Expert Review Panel for Nursing and Midwifery, Republic of Ireland.

In response to the Covid-19 restrictions in 2021/22, NIPEC adopted digital and virtual media platforms to meet with key stakeholders and progress the programme of work and rebuild services agenda. Some examples of these events/approaches included:

Numbers of Nurses and Midwives attending NIPEC Virtual Engagement Events in 2021/22		
Virtual Events	Number of Events	Numbers Attended
Delegation Awareness session	1	13
Duty of Candour seeking views from registrants	1	3
Endoscopy Professional Lead Nurse Forum	1	6
Enabling Professionalism	2	6
FNFM Project Echo Session for Non-HSC organisations	1	36
Recording Keeping Practice	1	5
RCN Community Nursing Forum	1	13
RCN Newly Registered Nurse Forum	1	43
RCN/NIPEC Learning Disabilities Nursing Professional Forum	1	159
NI Supervision Framework HSC Testing	2	18
University Nursing & Midwifery Students (OU&QUB)	2	86
Ulster University – Specialist Practice Qualification for Perioperative Nursing Students (post-registration)	1	47
Total	15	435

2. Strengthening the Workforce

Objective 3: We will provide the right education, training and support to deliver a high-quality service.

Objective 4: We will develop leadership skills at all levels and empower staff to take decisions and make changes.

2.1 Supporting Delivery of Education, Learning and High-quality Services

NIPEC commit to the statutory functions of promoting:

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

In 2021/22, NIPEC continued to support the development of knowledgeable and competent practitioners who are vital in ensuring leadership across the professions for the delivery of safe and effective care. Some examples of NIPEC influence in learning, education, training and supporting delivery of a high-quality service are included below:

- During 2021/22, NIPEC have been instrumental in leading the NI strand of the *Future Nurse Future Midwife* (FNFM) project with the successful implementation of the NMC pre-registration nursing standards in September 2020 and the Midwifery pre-registration education standards in September 2021. The FNFM Programme Board meeting held on the 9th of November 2021 formally concluded three years' work to implement the NMC (2018) Education Standards across both the Nursing and Midwifery professions in Northern Ireland. Responsibilities to ensure that the NMC Education Standards (2018) continue to be fully implemented and mainstreamed were transferred over to the Northern Ireland Practice Learning Collaborative (NIPLC) who report to the Strategic Workforce and Education Central Nursing and Midwifery Advisory Committee subgroup (SWE CNMAC Subgroup).
- *Recording Care*: this regional initiative supported through the 'Transforming Nursing and Midwifery Data' programme of work continued to transform practice, prepare and support the nursing and midwifery professions to lead and implement transformational change and champion an innovative approach to recording plans of nursing and midwifery care across practice and service settings.

This work also supported the evaluative study of the PACE care planning approach in HSC adult hospital-based environments and the finalisation of recommendations relating to standardised nursing terminologies in nursing and midwifery practice as part of collaboration across the four UK countries and Ireland.

<p>Person</p> <ul style="list-style-type: none"> • What is important to the person (in his/her words)? - hear from the person's perspective • Feelings, concerns, questions, preferences • Communication with family, carers, other important people e.g. nursing home staff <p><small>Person-centredness "implies recognition, respect and trust" (Kitwood, 1998, p. 8). "It is dependent on others recognising my status as a person" (McCormack and McCance, 2017, p. 17.)</small></p>	<p>Assessment</p> <ul style="list-style-type: none"> • Continual process of collecting information at the point of admission and thereafter e.g. symptoms, clinical observations, test results, bed end charts, care pathways, care bundles, risk assessments • Identifying & prioritising needs (nursing diagnosis) - ACUTE and EXISTING NEEDS • Each assessment recorded should show how the nursing diagnosis based on the need identified affects the individual <p>Think PERSON-CENTREDNESS/DISCHARGE PLANNING</p> <p><small>"Recognise and respect the contribution that people can make to their own health and wellbeing" (NMC Code, 2018, p. 6.)</small></p>
<p>Plan of care</p> <p>Each co-produced plan of care linked to an assessment of need should show how the nursing team will:</p> <ul style="list-style-type: none"> • Educate and support the person to enable a return to his/her optimal health and wellbeing • Provide care and treatment that is safe and effective with consent - remember: ACUTE and EXISTING NEEDS • Consider the multi-professional team and its contribution • Prioritise when the care is being delivered • Be responsive to the changing condition of the person through appropriate changes of the plan of care <p>Think PERSON-CENTREDNESS/DISCHARGE PLANNING</p> <p><small>"Make sure you deliver the fundamentals of care effectively" (NMC Code, 2018, p. 6) and "make sure any information or advice given is evidence-based (NMC Code, 2018, p. 9.)</small></p>	<p>Evaluation</p> <ul style="list-style-type: none"> • Review effectiveness of the plan of care • Has the person e.g. improved/stabilised/deteriorated/ has the plan of care had the desired effect? - the response of the person • Record a new plan of care, if necessary, based on person's reviewed needs - ACUTE and EXISTING NEEDS • Record any outstanding care that is to be delivered <p>Think PERSON-CENTREDNESS/ DISCHARGE PLANNING</p> <p><small>"Make sure you deliver the fundamentals of care effectively" (NMC Code, 2018, p. 6) and "make sure any information or advice given is evidence-based (NMC Code, 2018, p. 9.)</small></p>

- The development of career pathways for specific areas of practice has become an expanding component of NIPEC's work. *The Guidance Framework to support the development of Nursing and Midwifery career pathways (2021)* [doh-guidance-framework-nm-career-pathway09-12-21.pdf](https://www.health-ni.gov.uk/doh-guidance-framework-nm-career-pathway09-12-21.pdf) (health-ni.gov.uk) was produced in partnership with the Public Health Agency, and approved for use in February 2022.

The purpose of the Guidance Framework is to support and expedite the development of additional nursing and midwifery career pathways. NIPEC has also completed the development of regionally agreed job descriptions, including Advanced Nurse Practitioner District Nursing and Consultant District Nurse as part of the District Nursing career pathway.



GUIDANCE FRAMEWORK

To support the development of Nursing and Midwifery Career Pathways

December 2021

Review Date: December 2024



2.2 Quality Improvement

NIPEC work in partnership with nurses, midwives and healthcare support staff to develop leadership skills and empower the nursing and midwifery professions to influence and lead on decisions which will lead to better outcomes for staff, patients and our communities.

As an organisation we embrace opportunities and drive innovation and better outcomes for our patients, staff and communities, using quality improvement science. This includes

building the capability and capacity of our team, and the wider workforce in participating in and leading initiatives which develop quality care and services.

Following successful completion of the Institute for Health Care Improvement (IHI) Improvement Advisor programme (2017), one SPO has continued to build on the QI networks and skills that have already been developed. These skills have been used within NIPEC to develop an organisation Quality Improvement Strategy to further develop this agenda, including promoting QI capability and capacity and supporting staff to utilise this approach in their work.

2.3 Developing and Empowering Our Workforce

NIPEC is a small regional Non-Departmental Public Body (NDPB) with an establishment of 15 permanent staff. Due to the small size of the organisation and the diverse nature of the expertise required, NIPEC retains a list of Bank staff to increase capacity for specific time bound programmes of work.

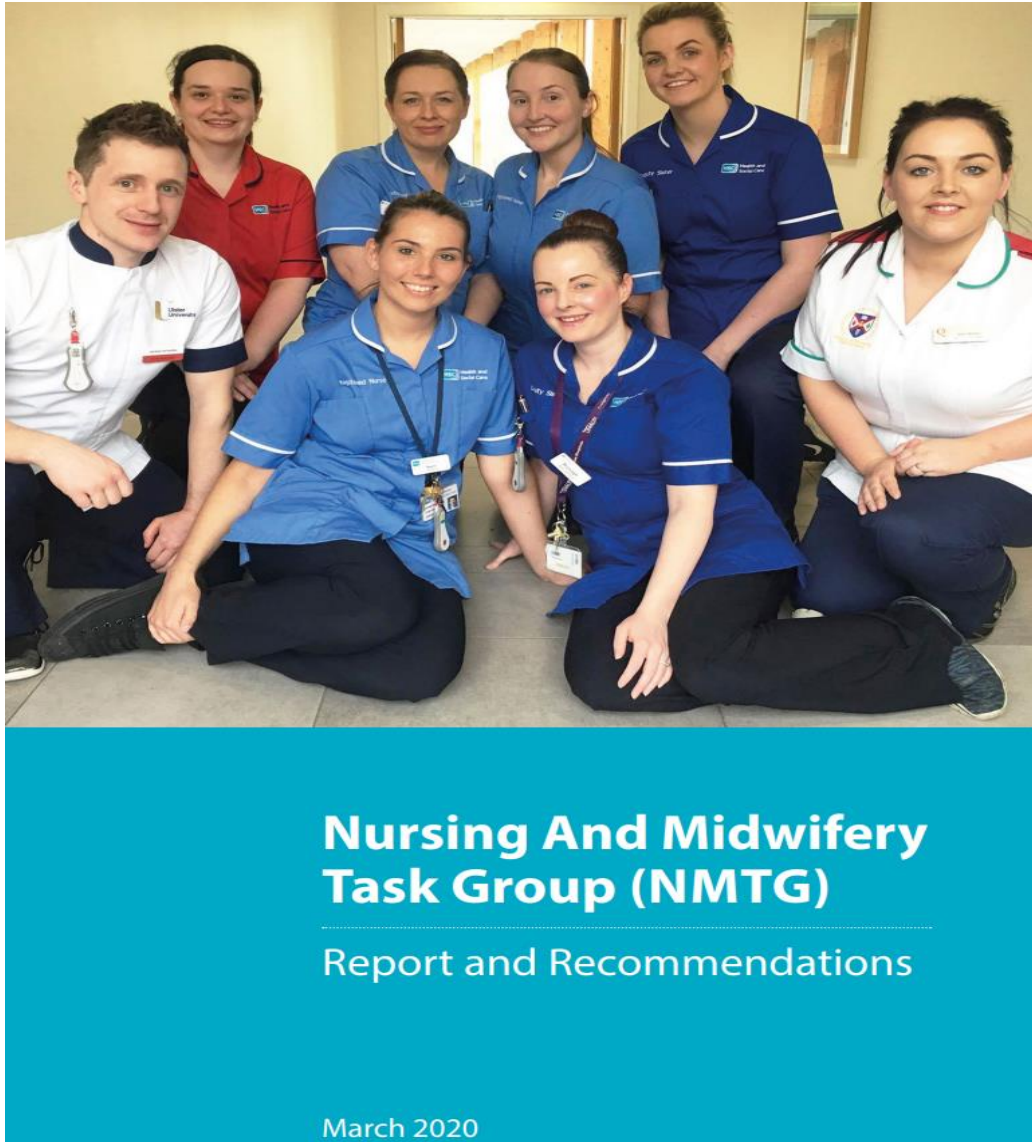
During 2021/22, there were 5 retirements from NIPEC's workforce with another member of staff moving to another position. The turnover of staff and number of vacancies had a significant impact on the daily operations of the organisation and this issue was recorded as a risk on the Corporate Risk Register and noted in the Governance Statement. Plans were put in place to recruit replacement posts and this has continued into 2022/23.

Embedded within NIPEC is a robust system of staff development and performance reviews. In 2021/22 we achieved 100% compliance with completion of appraisal and annual personal development plans.

NIPEC reaccreditation of the Investors in People award (2021) is evidence of the quality ethos that exists within the organisation and how NIPEC places the importance of staff health and wellbeing as a key priority within its structures.

2.4 Influencing Policy and Practice

The Council, NIPEC's staff and stakeholders influence policy and practice regionally and nationally through their ongoing work programmes



NIPEC have a critical role in the delivery of the recommendations outlined in the Nursing and Midwifery Task Group Report, with the goal of achieving a world class nursing and midwifery service in a reconfigured Health and Social Care (HSC) system over the next 10-15 years. [Nursing and Midwifery Task Group \(NMTG\) Report and Recommendations | Department of Health \(health-ni.gov.uk\)](https://www.health-ni.gov.uk/nmtg-report)

The NIPEC work programme is delivered with the principles and policy ambitions of the Nursing and Midwifery Task Group report embedded in all we do.

2.5 Digital Policy and Practice

In 2021/22 NIPEC continued to support the digital ambition outlined in the report as a key priority. NIPEC worked through a collaboration with Digital Health and Care NI, the office of Nursing and Midwifery Services Director (ONSMD) Ireland, the Health Service Executive Ireland and the Australasian Institute for Digital Health in the development of an All-Ireland Digital Capabilities Framework for nursing and midwifery. The framework was launched via a virtual event 23 November 2021. [Digital Nursing and Midwifery Practice | NIPEC \(hscni.net\)](https://www.hscni.net/digital-nursing-and-midwifery-practice)

The launch of this framework is an important step in building capacity in this important area of practice, alongside Departmental policy imperatives which have exponentially expanded over the last 18 months during the required response to the COVID-19 pandemic.

The All-Ireland Digital Capabilities Framework for nursing and midwifery is the first release in a phased development plan which should eventually lead to production of a multi-professional digital capability framework for all professions in Ireland.

2.6 Responding to Regional and National Policy and Practice

NIPEC responds to consultations and outcomes of reviews, enquiries and inspections from a professional perspective. It is recognised that NIPEC has a particular role to play in ensuring that consultations are meaningful and aim to represent the views of the nursing and midwifery workforce in Northern Ireland. To achieve this, NIPEC has adopted a range of methodologies to capture and collate professional input to strategies and policies which may impact on staff and patient/service users. A list of the consultations responded to in 2021/22 is provided below:



Consultations Responded to by NIPEC

- NHSCT - Draft Framework Policy on the Management of Violence and Aggression (Formerly Zero Tolerance).
- DoH - Substance Use Strategy for Northern Ireland.
- NMC - Review of Post Registration Standards: NIPEC hosted two stakeholder events (via Zoom) promoting this review and giving NMC registrants the opportunity to give their views:
 - 44 participants attended a Specialist Community Public Health Nursing (SCPHN) standards event on the 18 June 2021
 - 65 participants attended a Specialist Practice Qualifications (SPQ) standards event on the 5 of July 2021.
- DoH - Launch of Public Consultation on Duty of Candor and Being Open.
- DoH - Development of Second Action Plan (2021 to 2023) for the Health and Social Care Workforce Strategy 2026.
- DoH - Targeted Consultation on the Future Planning Model - Integrated Care System NI - Draft Framework Document.
- Original Pack Dispensing (OPD) and Supply of Medicines containing Sodium Valproate Consultation.
- DoH - Health and Social Care Workforce Strategy 2026: Delivering for our People - Draft Second Action Plan.
- DoH -Advanced Care Planning Policy for Adults – Public Consultation.
- DoH - The Reform of Adult Social Care.
- NMC - English language requirements for internationally trained applicants.
- NMC - Proposed changes to NMC standards for pre-registration nursing and midwifery programmes: beyond the EU Directive.

3. Measuring the Improvement

Objective 5: We will improve outcome measurement and report on progress for safety effectiveness and the patient/client experience.

Objective 6: 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.

To ensure continuous improvements in the quality of 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.

3.1 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, 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. The work of NIPEC is informed by evidence and data from a variety of sources including up-to-date evidence obtained by a review of relevant literature.

3.2 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. NIPEC's 'Performance Management Framework' was reviewed by NIPEC's Council in April 2021; it was designed to support the Council's oversight of organisational performance management and to assist NIPEC staff in ensuring that the organisation responds to the needs of its stakeholders, prioritises objectives and ensures there are enough resources to deliver them, improves accountability for delivery and motivates staff by recognising achievements.

NIPEC's 2021/22 Business Plan was delivered against corporate objectives and Key Performance Indicators (KPIs). Progress on actions, both corporate and professional, was monitored by the Business Team at their monthly meetings and via performance reports to quarterly Council meetings and Audit and Risk Committees.

3.3 Organisational Governance

NIPEC received no written complaints during 2021/22. The organisation responded to five Assembly Questions and two Freedom of Information FOI request, all within the required timelines.

NIPEC receives a number of core support services from the Business Services Organisation (BSO) under annual Service Level Agreements (SLAs). Services provided by BSO include Equality, Finance, Counter Fraud, Human Resources, Procurement & Logistics, Shared Services, Internal Audit, Legal Services, Data Protection Officer and Information Technology Services. NIPEC has processes in place to monitor performance against these SLAs including receipt of monthly performance reports from relevant BSO service areas which continued throughout 2021/22. NIPEC Chief Executive and Head of Corporate Services held the annual SLA meeting with BSO Directors of Finance and Customer Care and Performance and the Head of Corporate Services attended the regional Arm's Length Bodies (ALBs) Customer Forum meetings where updates on BSO services are provided by BSO representatives.

During 2021/22, NIPEC worked with BSO ITS to review the annual SLA for IT Services. Areas of review included setting out clear roles and responsibilities and the provision of regular assurances and management mechanisms. One area of focus for improvement has been the development of ongoing provision of website support. This has included ensuring better compliance with accessibility requirements and good practice, disclaimers and privacy notices, penetration testing to evaluate the security of systems and networks, and improved statements on use of cookies for analytics purposes. This work has carried forward to 2022/23 for completion.

4. Raising the Standards

Objective 7: We will establish a framework of clear evidence-based standards and best practice guidance.

Objective 8: We will establish dynamic partnerships between service users, commissioners and providers to develop, monitor and review standards.

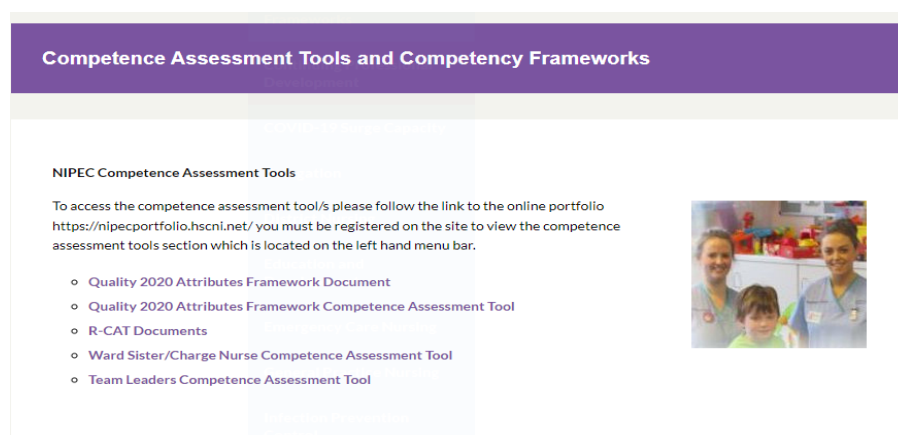
4.1 Nursing and Midwifery Governance to Support Evidence-based Standards and Best Practice Guidance:

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)¹.

In discharging the statutory function of promotion of high standards of practice among nurses and midwives and provision of guidance on best practice for nurses and midwives, 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 promoting and adhering to the regulatory standards articulated in The Code: Professional Standards of Practice and Behaviour for Nurses and Midwives (NMC, 2018). Delivery is realised through NIPEC leading on projects to improve standards and contributing to the transformation agenda of the DoH and wider HSC. NIPEC is constantly seeking opportunities to be proactive and make recommendations which contribute to achieving the aims of Q2020.

In 2021/22 NIPEC continued to support Nurses and Midwives to assess their performance and improve through promotion of a number of resources including:

4.2 Competency Assessment



The screenshot shows a webpage titled "Competence Assessment Tools and Competency Frameworks". It includes a sub-heading "NIPEC Competence Assessment Tools" and a paragraph: "To access the competence assessment tool/s please follow the link to the online portfolio <https://nipecportfolio.hscni.net/> you must be registered on the site to view the competence assessment tools section which is located on the left hand menu bar." Below this is a bulleted list of tools: Quality 2020 Attributes Framework Document, Quality 2020 Attributes Framework Competence Assessment Tool, R-CAT Documents, Ward Sister/Charge Nurse Competence Assessment Tool, and Team Leaders Competence Assessment Tool. To the right of the text is a small photograph of three healthcare professionals (two women and one child) smiling.

The Competence Assessment Tools were designed to facilitate staff with reflection and enhancement of knowledge, skills and behaviours. These tools are available to download and complete from [NIPEC's website](#)

and 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 also competencies developed for each of the core roles. Registrants and their line managers and supervisors can use these to help support the practitioners development in clinical skills, knowledge and behaviours.

4.3 Record Keeping Standards

In line with the Transforming Nursing and Midwifery Data (TNMD) work stream, NIPEC has reviewed and revised the tools and resources available to nurses and midwives on the Recording Care micro-site.

Home > Microsites > Recording Care

Recording Care

IMPROVING RECORD KEEPING

The purpose of recording nursing care is to evidence decision making and clinical judgements while supporting delivery and continuity of care, subsequently improving communication between healthcare professionals and the identification of risks to the person accessing the service. Nurses and Midwives are required from a regulatory and employer perspective to provide evidence of their contribution, professional judgement and interventions in care delivered.

Recording their contribution is an **integral** part of nursing and midwifery care.

This website has been created to support registrants to make improvements in their record keeping practice. Please use the navigation menu on the right hand side of this page to access the resources within this microsite.

It is hoped that you find this website helpful and if you wish to discuss any issues please contact NIPEC, either by telephone or e-mail:

Email: enquiries@nipec.hscni.net

Telephone: 0300 300 0066

Contents

- Standards of Recording Care +
- Improve your Competence to Keep Records +
- Improve Your Record Keeping Practice +
- Resources
- PACE - Care Planning +

This work will further support the improvement of standards of record keeping practice in Northern Ireland for nurses and midwives.

<https://nipec.hscni.net/microsites/recording-care/>

4.4 Improving Standards in Education and Development: Future Nurse, Future Midwife

During 2021/22, NIPEC continued to lead the seminal initiative of FNFM project and worked in partnership with stakeholder colleagues to finalise regional resources and products to ensure full implementation of the Future Midwife Standards in September 2021.

In respect of the Future Midwife: under the direction of the FNFM Programme Board, a Midwifery Expert Reference Group (MERG) was established to ensure timely system readiness for the introduction of Future Midwife Standards.

The Midwifery Expert Reference Group (MERG) delivered on a range of objectives including:

- Hosting a stakeholder workshop to ensure the QUB Midwifery curriculum reflects the NI strategic direction and transformation agenda – aligned to the NMC Future Midwife standards;
- Development of a range of products for those supporting student supervision and assessment in practice including a suite of Future Midwife practice assessor/supervisor preparation eLearning and face to face resources;
- Development of the Electronic Midwifery Ongoing Record of achievement (EMORA);
- Application of the regionally agreed Practice Learning Environment Education Audit (PLEEA) to maximize the Practice Learning Experiences for midwifery students with a particular focus on Continuity of Midwifery Carer;
- A comprehensive Engagement and Communication Strategy with a particular focus on Midwifery including: Communiques – bimonthly emailed to over 400 Northern Ireland NMC registrants and for onward wider circulation and tailored to highlight HSC Trust initiatives promoting implementation of Future Midwife;
- Countdown clock on NIPEC website promoting launch of Future Midwife;
- Mailshot to non-HSC organisations - providing information and links to FNFM Resources in collaboration with RQIA;
- Production of a short video presentation that provides an overview of the Implementation of the Future Midwife Standards in Northern Ireland and signposts to additional resources and information. This is available at <https://nipec.hscni.net/service/fnfm>
- Bi- monthly FNFM Communiques.

4.5 Improving Standards in Education and Development: Quality Assuring Non-NMC Regulated Education Activities

NIPEC plays a lead role in quality assuring non-NMC regulated education activities

The NIPEC team work closely with education provider stakeholders to quality assure a broad range of education programmes in accordance with the Quality Assurance Framework for Monitoring Development and Education Activities Commissioned by the DoH.

The annual Quality Assurance Monitoring review of the following education programmes was completed in June 2021:

- Postgraduate Certificate in Education for Healthcare Professionals (Inter-professional course);
- Neurosciences Pathway programme (Undergraduate or postgraduate level);

- Preparing for Ward Sister/Charge Nurse Post for the complex world of today's Healthcare (short course);
- Enteral Feeding (Adult) education programme (one day);
- Medicines Management (Adult) programme (half day);
- Midwifery Examination of the New Born module (standalone module).

NIPEC also led on a series of work streams and projects in partnership with a range of key stakeholders to raise and maintain high standards for nurses, midwives and nursing assistants. An update on progress with regards to a number of these projects is provided below.

4.6 Enabling Professionalism

During 2021/22, NIPEC continued to work on the Enabling Professional Agenda. In 2019, The Chief Nursing Officers (CNOs) of the United Kingdom (UK) and Ireland pledged to undertake a collaborative work stream aligning with the ethos of the Year of the Nurse and Midwife and Nursing Now 2020, linked to the Enabling Professionalism (EP) framework (2017).

Phase 1 of this work was to refresh the original EP work to co-produce a resource to support the collection of 'narratives' describing 'Defining characteristics' of nurses and midwives in a modern context: Enabling Professionalism 2022. NIPEC continued to lead the work in preparation for a campaign to be launched on 12 May 2022, encouraging nurses, midwives and the public to tell their story and why they are 'Here for Life'.

What's happening?

The Here for Life Campaign, launching 12th May 2022, aims to achieve almost 900k social media posts about nurses and midwives in one day.

The aim of the campaign is to increase public confidence in the breadth, importance and impact of nurses and midwives to more fully understand their impact on society as a whole.



4.7 A Reflective Supervision Framework for Nursing and Midwifery

The Central Nursing and Midwifery Advisory Committee (CNMAC) chaired by the CNO, commissioned NIPEC 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. Testing of the draft reflective framework began during 2020/21 to determine utility and implications for implementation. NIPEC's Reflective Supervision Framework for nursing and midwifery was tested across 24 teams in Northern Ireland with 240 participants across the five Health and Social Care Trusts.



The Framework will enable registrants to reflect on personal, professional and service provision topics to support improved safe, quality and person-centred practice for health and care services.

This work was taken forward with teams in district nursing, midwifery, hospital base nursing and safeguarding services. This work included the up-skilling of 50

supervisors in restorative supervision approaches. Recommendations were co-produced for implementation, accountability and monitoring arrangements. The Framework was finalised and submitted to DoH for approval in December 2021.

4.8 Personal and Public Involvement and Partnership Working

NIPEC promotes a partnership approach in progressing work-streams and in the development of resources. The team use a wide range of approaches to ensure maximum personal and public involvement. Representation from the communities we serve, the statutory, voluntary and independent sectors are sought and included in all NIPEC projects where appropriate. A sample of NIPEC's commitment to PPI and partnership working in 2021/22 included the following:

- NIPEC is a member of the *Regional Personal & Public Involvement Forum* which has a wide stakeholder membership including service user representation from across Northern Ireland;
- People with the 'lived experience' and carers were represented at all the FNFM stakeholder workshops across the project work streams including Curriculum Development and Engagement and Communication;
- The regional 10,000 voices project, continues to be considered in the planning, development and review of relevant work;
- Development of the Career Pathway for District Nursing and Perioperative Nursing engaged with people with a lived experience of District Nursing Services and surgical procedures respectively;
- Held a workshop with RCN Community Nurse Network to update them on the District Nursing Career Pathway and seek their views on the relevant Job descriptions;
- Participated in a workshop with RCN Newly Registered Nurse Network to inform the NI Preceptorship Framework.

4.9 Supporting Engagement and Partnership Working through NIPEC’s Electronic Resources

As a result of the Covid-19 pandemic, Northern Ireland was in lockdown for long periods and many HSC staff were redeployed. Social media sites such as Facebook and Twitter posts along with the NIPEC website were the main routes of communication that NIPEC employed to share information about its work, projects and resources with NMC registrants and other key stakeholders. NIPEC continued to update the Chief Nursing Officer’s Covid-19 Communication Platform as and when required.

To support NMC registrants in practice and education, in addition to nursing and midwifery students, the Future Nurse Future Midwife (FNFM) webpage on NIPEC’s main website was refreshed with additional information. Sub-pages were added to facilitate ease of access to the range of regionally agreed resources for the various stakeholders which included: standards for student supervision and assessment; preparing to support students; and project information and background.

There was reduction in hits on its website during 2021/22 from the previous year, similar to that reported by other professional organisations. NIPEC’s total “unique visit” numbers for 2021/22 fell to 28,549 which was just over half of 2020/21. However, this is still higher than the “unique visit” numbers before the pandemic 26,260 (2018/19). (see Table 1).

Table 1: Statistics for NIPEC website <https://www.nipec.hscni.net> during 2021/22 compared to 2020/21

	Number of Hits 2021/22	Number of Hits 2020/21	Number of Visits 2021/22	Number of Visits 2020/21
Total	75,294	138,848	28,549	50,269

NIPEC continued to use Facebook and Twitter effectively to promote its various activities and although the activity can rise or fall each month in comparison to the previous year, there has been little difference in the total numbers “reached” (see Tables 2 and 3).

Table 2: NIPEC Facebook Activity in 2021/22 compared with 2020/21
<https://www.facebook.com/nipec1>

	Number of Posts 2021/22 (2020-21)	Number of people 'reached' from NIPEC posts 2021/22 (2020/21)	Number of new followers 2021-22 (2020/21)	Total Number of followers 2021/22 (2020/21)
Total	43(56)	7,284 (4,255)	53 (101)	606 (553)

Table 3: NIPEC Twitter Activity in 2021/22 compared with 2020/21

https://twitter.com/NIPEC_online

	Number of Tweets 2021/22 (2020/21)	Number of people 'Reached/ Impressions' 2021/22 (2020/21)	Number of new followers 2021/22 (2020/21)	Total Number of followers 2021/22 (2020/21)
Total	72 (79)	157,017 (151,451)	212 (277)	2,602 (2,385)

5. Integrating the Care

Objective 9: We will develop integrated pathways of care for individuals.

Objective 10: We will make better use of multidisciplinary team working and shared opportunities for learning and development in the HSC and with external providers.

5.1 Ensuring Person-Centredness through Multidisciplinary Working

NIPEC support the delivery of safe and effective care within a person-centred culture. Multidisciplinary team working is critical in delivery of our objectives and supporting the desired outcomes for our patients, their families and our communities.

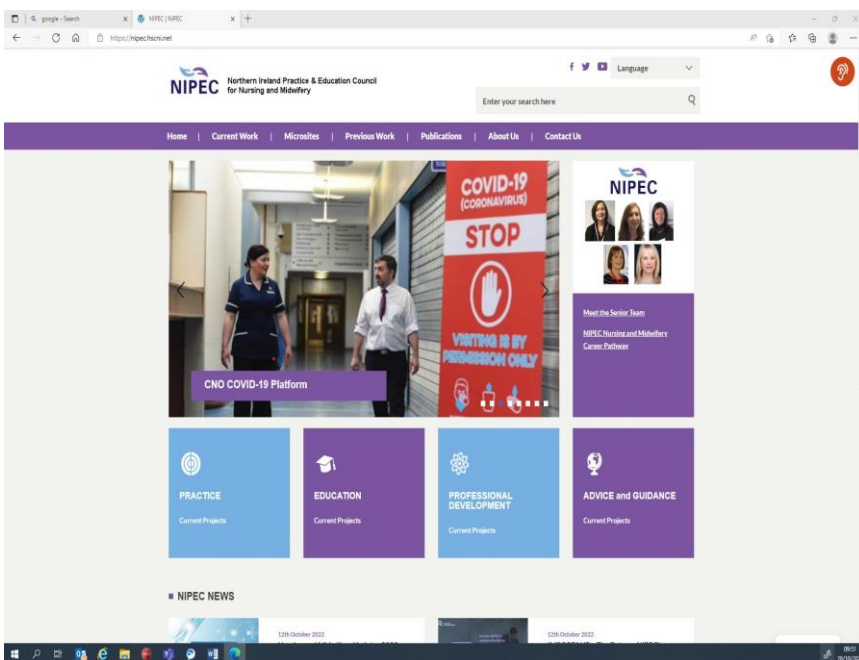
Health and Social Care provision in Northern Ireland is delivered within a context that requires effective working across a wide number of organisations, agencies and health care professions. Therefore, NIPEC works through robust strategic alliances to strengthen the capacity and capability of the nursing 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.

NIPEC lead or contribute to a wide range of strategic fora and networks to support innovation, quality improvement, and person-centred cultures and to build links with local research organisations. The following examples in 2021/22 demonstrate this:

- NIPEC supported the launch of a systematic literature review '*Representing What We Do as Nurses and Midwives*' undertaken by the Five Countries Digital Leadership Group for the UK and Ireland exploring the use of standardized terminologies in nursing and midwifery practice;
- NIPEC continued to support and seek to advance data collection processes to evaluate the impact of the PACE care planning approach to person-centered practice alongside the partnership project between Queens' University Belfast and the Ulster University;
- Development of perioperative nursing career pathway included a detailed review of the literature surrounding perioperative practice and sharing ideas with colleagues in National Health Service Education for Scotland (NES).

6.0 Learning from Covid-19 Pandemic

In response to the Covid-19 Pandemic, from 16 March 2020, NIPEC redirected its portfolio of work to support the Chief Nursing Officer and the Public Health Agency in its emergency response. In 2021/22 NIPEC recommenced its portfolio of work incorporating DoH requirements, including support for the Strategic Rebuilding HSC Services Framework. NIPEC's work programme has taken into consideration the long lasting and sustained impacts from the Covid-19 pandemic, and it is recognised there will be emerging challenges and opportunities across the HSC for engaging with stakeholders.



Demonstrating a flexible approach to continued working during the pandemic, NIPEC supported the CNO to deliver her policy. The CNO Covid-19 Digital Communication Platform was established to share information, news, stories and good practice in a timely way.

The Covid-19 Surge Capacity website continued to offer advice and

resources to HSC Trusts and other organisations to support the nursing and midwifery workforce through periods of high service demand.

NIPEC will remain strategically focused, committed to multidisciplinary working and flexible in its approach. It will continue to work closely with the CNO (DoH) and stakeholders to identify and agree new and emerging priorities. There will also be unique opportunities through which NIPEC will seek to work with key partners in support of the broader transformation and innovation agenda within Northern Ireland.

7.0 Conclusion

This report reflects a sample of the approaches and activities which NIPEC has engaged and delivered during 2021/22 to maintain and improve the quality of care provided by nurses and midwives in Northern Ireland and the wider HSCs system. NIPEC has a vision and a strategy which is focused on achieving the quality principles outlined in Quality 2020. NIPEC will continue to play a key role in driving transformation and rebuilding services and professional responses to the Health and Social Care agenda in Northern Ireland. We will continue to support and inspire nurses and midwives to achieve and uphold excellence in professional practice.

Going forward, NIPEC will build on our excellent achievements and maintain a focus on developing the knowledge, expertise and standards of practice of staff to ensure they can fully support the transformation agenda to deliver improved outcomes for the staff and the population we serve.

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

NIPEC's Governance Framework

The key organisational structures which support the delivery of good governance in NIPEC are:

- NIPEC Council;
- Audit and Risk Committee; and
- Remuneration Committee.

NIPEC's Council comprises a Chair, the Chief Executive and up to 16 members who are a combination of registrants and lay members including the DoH Chief Nursing Officer who is an ex-officio member.

Meetings of the Council were held via Zoom in open session four times during 2021/22 with an additional business planning workshop in November 2021.

The Audit and Risk Committee met four times in 2021/22 and membership is four Council members, two professional and two lay, with the Chief Executive, Head of Corporate Services and representatives from NIPEC's External and Internal Auditors in attendance.

The Remuneration Committee comprises all the Council Members, with the exception of the four who serve on the Audit and Risk Committee. There was no requirement for a Remuneration Committee meeting to be held during this financial year as the Chief Executive post was being filled by a secondee from the DoH.

For further Information, please contact:

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This document can be downloaded from the NIPEC website
<https://nipec.hscni.net>

November 2022