



Tallaght  
University  
Hospital

Ospidéal  
Ollscoile  
Thamhlachta

An Academic Partner of Trinity College Dublin



# Nursing Strategy 2022-2027

August 2022



*People Caring for People to Live Better Lives*



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# 1

## Foreword



*Lucy Nugent,  
Chief Executive Officer*

**Welcome to Tallaght University Hospital’s first formal Nursing Strategic Plan which sets out the clear and ambitious plan for nursing both now and into the future. As with all our strategic plans the Hospital focuses on delivery and this plan sets out clear objectives and timelines.**

As the largest workforce in the Hospital Nursing has a pivotal role, not only in diverse roles across the patient care continuum, but in the ongoing development of our staff and environment. A nurse may be both the first and last touch we as humans experience, which in itself is a joy, a privilege, but also in recent pandemic years, a sadness given Covid restrictions which limited visitor access to loved ones. As with pandemic times nursing always rises to the challenge and adapt care to maintain the high standards we have come to take for granted on occasion.

The voice of the nurse from “the Bedside to the Board” is key in decision making and setting the strategic direction of the Hospital, and I would particularly like to thank and acknowledge my colleague Ms. Áine Lynch, Director of Nursing & Integrated Care. Her Patient Story is the start of every Board of Directors meeting which ensures that the patient is the centre of all we do. Under her leadership we have attracted nurses to come and work in TUH with a focus on educational and career opportunities to ensure ongoing personal development of each individual - we value our staff.

As a Hospital we are cognisant of the key role nursing plays with the ongoing development of integrated care, which is a key focus of this strategy and of key relevance given the upcoming establishment of the Regional Health Areas.

Lastly, I would like to congratulate my Nursing colleagues on the development of this strategic plan and, on behalf of the Board and Executive Management, we look forward to supporting same for the betterment of patient care and staff experiences here at Tallaght University Hospital.

A handwritten signature in black ink that reads "Lucy Nugent".

**Lucy Nugent,  
Chief Executive Officer**

# 2

## Introduction



*Áine Lynch,  
Director of Nursing  
& Integrated Care*

**I am pleased to introduce Tallaght University Hospital's (TUH) first Nursing Strategy. Nursing, including Health Care Assistant colleagues, is the largest component of the TUH workforce. Nursing is integral to the majority of services and whose core values are to care for patients and families with compassion, commitment and clinical expertise 7/7 24/7.**

The declaration by the World Health Organisation of a worldwide pandemic in March 2020 changed the way care was planned, delivered and evaluated. Almost overnight the entire healthcare system had to urgently adapt to meet the healthcare challenges of COVID-19 on the population of Ireland. This strategy is timely, launched in a period which serves to remind us of the central role that the nursing profession play in the provision of the health service.

Sláintecare is the 10 year strategy to reform healthcare in Ireland. Nurses are well placed to deliver on the main aims of the strategy which are to improve the patient and service user experience and achieve enhanced outcomes, and to understand the value of integrated care, keeping 'people well in their own communities as long as possible' (DoH 2019:5).

The implementation of the Enhanced Community Care programme will see care being delivered in the community and closer to home, which will bring benefits to patients and families and to care delivery in acute settings. The introduction of the Regional Health Authorities is another opportunity for our nursing team to collaborate, coordinate and support integrated care delivery in a shared governance model.

In TUH, quality nursing care is assured through systematic measurement and a focus on continuous improvement, innovation and research. Investment in learning, at all levels, is paramount to enable the nursing team to deliver evidence based care and maximise patient outcomes.

Recruitment and retention is a key priority for the duration of this strategy, in line with service developments and TUH ambitions to work in genuine partnership in order to meet the needs of the community. There will be increasing demands for nurses in the future with skills and roles changing, an aging population and also a growth of people living with chronic illness.

The implementation of the Safe Staffing and Skill Mix framework is a top priority 2022-2027. At a macro level, investing in a well-educated, well-resourced nursing and midwifery workforce can impact economic growth through ensuring a healthy population which led to better patient outcomes and increased access to care (OECD 2019). A well-resourced nursing workforce also impacts directly on patient outcomes (ERB 2022).

Nursing leadership is key to enabling coordinated and effective working of various departments, facilities and workforce. Strategic leadership is complex, requiring skills, development and support to balance the needs of patients, nurses, the multidisciplinary team, and management of optimal patient care (ERB 2022). In TUH, nursing leadership is nurtured and valued at all levels, from the bedside through to specialist and advanced practice and in nursing management of all grades.

The health and wellbeing of all healthcare and support staff colleagues in TUH is a priority. The effects of the pandemic on the physical and mental health of nurses is well documented. Enhancing the wellbeing of staff requires strategies that require responsive leadership, a quality clinical environment, manageable workloads and safe staffing. Through our participation in the Magnet4Europe research project over four years, we aim to promote the mental health and wellbeing of our nursing staff, enhance care delivery, and in doing so improve outcomes of the patients in our care.

Digital health is now a critical part of all healthcare services and its adoption is key to improving patient care outcomes, improving clinical utility and increasing the sustainability and integration of the healthcare systems (Kickbush et al 2021). This is particularly important in the nursing profession, which is at the forefront of service delivery and responsible for planning, implementing and evaluating a broad range of initiatives to improve health outcomes, enhance the patients experience and ensure effective utilisation of resources (ONMSD/HSE 2020) Nurses in TUH must be leaders in digital health transformation.

In summary, the four principles of the Nursing Strategy are:

- › Nursing excellence in delivering outstanding integrated care
- › Nursing leadership and workforce planning
- › Embracing digital health transformation
- › Learning, Quality Improvement, Innovation and Research



TUH is committed to the delivery of effective, safe, person centred care by highly trained and motivated staff as enshrined in the TUH CARE values of Collaboration, Achievement, Respect and Equity. These values are closely aligned with the core values underpinning the practice of nurses and midwives in Ireland: Care, Compassion and Commitment (DoH 2016).







**Áine Lynch,**  
**Director of Nursing & Integrated Care**

# 3

## Background and Process

In late 2021, the Director of Nursing & Integrated Care identified the need to develop and publish a 2022 – 2027 Nursing strategy that would align with the Hospital’s five-year corporate strategy published in 2020.

Figure 1 – TUH Corporate Strategy Objectives

-  1. **Good Access** – TUH will be a leader in patient flow improvement and will significantly improve waiting times for patients across all service areas
-  2. **Highly Integrated Care** – We will redesign models of care from a patient perspective to ensure they receive high quality care and a positive experience in the right place, delivered by the right people at the right time
-  3. **Enhanced Infrastructure** – We will develop the capacity and infrastructure to deliver excellent care to all our patients
-  4. **Digital Enablement** – We will transform the way we deliver care through programmes of digital enablement
-  5. **Research & Innovation** – We aim to build a reputation for translational research, implementation science and innovation to underpin safer, better and more integrated care
-  6. **People** – We will become a ‘magnet’ organisation that attracts, develops and retains top talent as an employer of choice

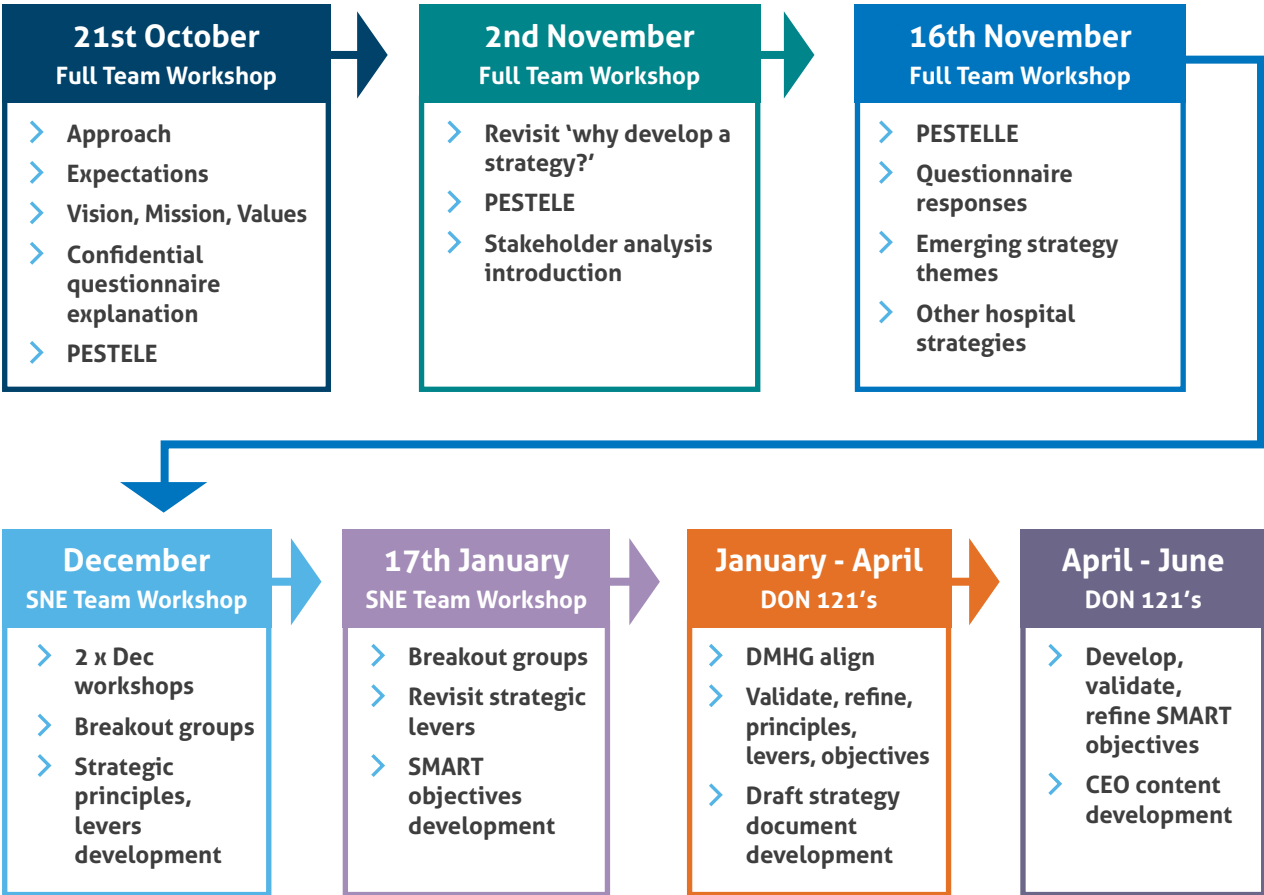
This is TUH’s first published Nursing strategy and will be regularly reviewed during implementation. While not explicitly listed in the Hospital’s strategic objectives, the TUH Nursing team spans all of the above areas and is central to all six objectives. The aim of the Nursing strategy is to ensure clear, meaningful and effective alignment of the Nursing vision, mission, and strategic objectives with those of the Hospital, maximising the nursing voice, advocating for patients and families, throughout the five year corporate strategy.

A series of strategy workshops started in October 2021 with broad representation from the Nursing Team at all levels through the end of November per Figure 2 below. Subsequent workshops involved a smaller Senior Nursing Executive (SNE) Team from December into January.

Final validation and finessing of the developed strategy objectives was completed by the Director of Nursing & Integrated Care in April 2022 taking account of the work on the draft Dublin Midlands Hospital Group Nursing & Midwifery strategy 2022 – 2027.

There was significant early workshop focus on Nursing staff numbers, hiring, retention, communications, leadership and involvement in key hospital wide initiatives, technology adoption, training and development, and day-to-day challenges. Later workshops focused on appropriately positioning and articulating strategic principles, priority areas, levers, and objectives, which were reviewed with the CEO on March 31st 2022.

Figure 2 – Strategy Development Process





# 4

## Strategic Context



**A number of important and recurring contextual themes emerged during the situational analysis. There was also a comprehensive anonymous survey completed by the Team, which helped guide the strategy development scope and direction. Some of the more significant themes are as follows:**

### **Optimal staffing**

Nursing has specific challenges in relation to nurse staffing, skill mix and ratios, including HCAs and clerical support, graduate and staff recruitment locally and abroad, and staff retention.

### **Staff well-being and support**

Effective communication and promotion of health and wellbeing initiatives and supports is required to ensure optimal uptake benefitting the Nursing team.

### **Career development and progression**

There is strong appetite for comprehensive career development and progression processes and pathways including mentoring and shadowing across all roles and levels, rotation programs for graduates and internal staff, and specialist lecture programs highlighting opportunities and skillsets required.

Also highlighted as important is a formal, transparent succession planning process.

### **Nursing Excellence**

Delivering outstanding patient care with patients as partners in care and execution of a Nurse Led activities strategy across specialties, delivering excellent safety and quality of care metrics.

### **Nursing leadership and influence**

Feedback articulated the value of nursing input across the Hospital with enhanced leadership in hospital initiatives which support excellence in the provision of healthcare services to patients, families and communities.

### **Integrated care**

Embedding a common understanding of the essence of integrated care within Nursing, across TUH and extending beyond TUH and translating this into meaningful actions to 'make integrated care real' to benefit our patients.

### **Embracing technology and informatics**

Proactive Nursing engagement in the development and adoption of technology solutions, supported by the appointment of a Senior Nursing post to maximise Digital Enabled Care.

### **Learning, Quality Improvement, Innovation and Research**

Central to nursing excellence and patient safety is a culture of learning and development, quality improvement, innovation and research.

# 5

## Our Vision and Mission

The Nursing vision and mission statements align closely with the Hospital's vision and mission, including the common themes of high quality care, patient and community focus, an empowered organisation, innovation and quality improvement.

### TUH Nursing Vision and Mission

#### Our Vision

Our vision is "People Caring for People to Live Better Lives" through

- Excellent health outcomes supported by evidenced based practice
- Positive patient and staff experience in an empowering and caring environment
- A culture of innovation and quality improvement in everything we do

To support healthy lives and a healthy community through the provision of excellent integrated healthcare

#### Our Mission

Is to deliver nursing excellence in the provision of integrated healthcare services to the community we serve.

We will do this by:

- Promoting patients as partners in care
- Epitomising care, compassion and commitment
- Enhancing pathways of care through collaboration and innovation
- Embracing new ways of working and learning
- Attaining excellence in clinical practice, professional leadership and scholarship
- Practising equality, diversity and inclusion.



# 6

## Strategic Principles, Levers and Objectives

Consideration of the contextual themes developed in Section 3 resulted in the identification of four priority areas, or principles outlined in Section 5. Levers were developed describing the enablers for each principle. Finally, Specific, Measurable, Attainable, Relevant and Time-bound (SMART) objectives were defined with targeted outcomes.

6.1 Principle 1 - Nursing Excellence in Delivering Outstanding Integrated Patient Care		
Priority Areas	Levers	SMART Objectives
<p>Advocate for and deliver person centred compassionate care that delivers a positive patient experience.</p> <p>Assure quality care through systematic measurement and a focus on continuous improvement.</p>	<ul style="list-style-type: none"> <li>&gt; Work with hospital and community colleagues to sustain and further develop integration of services for our patients.</li> <li>&gt; Listen and respond to the voice of the patient through local and national patient experience surveys, through feedback (complaints and compliments) and other mechanisms.</li> <li>&gt; Continuous monitoring and implementation of action plans in line with Quality Care Metrics, Safer Mobility, PUTZ, Sepsis audit etc.</li> <li>&gt; Proactively encourage incident and near miss reporting and feedback to staff.</li> <li>&gt; Identify trends and take corrective action.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Development of one Nurse led/managed integrated care initiative quarterly.</li> <li>&gt; Implement actions required from NPES and local surveys in collaboration with other key stakeholders annually.</li> <li>&gt; Increase compliance in areas for improvement to 90% annually.</li> <li>&gt; Patient safety initiatives in collaboration with multidisciplinary colleagues delivered quarterly.</li> <li>&gt; Feedback to nursing staff via Respond in ward handover/ meetings monthly.</li> </ul>

## 6.2 Principle 2 - Nursing Leadership and Workforce Planning

Priority Areas	Levers	SMART Objectives
To nurture the leadership capability of all nurses	<ul style="list-style-type: none"> <li>› Provide ongoing clinical and leadership learning opportunities, formal and informal.</li> <li>› Create opportunities for all Nurses to fulfil their leadership potential.</li> <li>› Empower nurses to achieve their full potential as leaders.</li> <li>› Support Nurses in developing their leadership skills through local and national programmes.</li> <li>› Shadow and rotation opportunities for senior Nurse leaders at corporate level in TUH and other organisations</li> <li>› Nurses lead, influence and design new services.</li> <li>› Nurses are represented on operational decision making forums and contribute to the strategic direction of TUH.</li> </ul>	<ul style="list-style-type: none"> <li>› Five Nurses undertaking the TUH Leadership academy quarterly.</li> <li>› Up to five nurses undertaking TUH coaching each year.</li> <li>› Five senior nurses undertaking shadowing opportunities with senior leaders annually.</li> <li>› One nurse undertaking leadership programmes with DoH/OMNSD annually.</li> <li>› One nurse successful in their application to the Meath Foundation scholarship annually.</li> <li>› One nurse successful application SNM TCD PhD scholarship annually.</li> <li>› Five new Nurse led developments implemented annually.</li> <li>› Develop lead ANP role 2022.</li> <li>› Implement Shared Nursing Governance Model by 2024.</li> </ul>
Continue to build a competent and skilled workforce to lead and deliver on a patient centred quality service	<ul style="list-style-type: none"> <li>› Implementation of performance achievement for all nurses.</li> <li>› Increase the capacity and speciality of ANP/CNS roles underpinning Sláintecare principles.</li> <li>› Develop the role of the HCA in line with the Department of Health and the HSE Review of the Role and Function of Health Care Assistants.</li> </ul>	<ul style="list-style-type: none"> <li>› 90% compliance with performance achievement completion by 2025 across all nursing grades.</li> <li>› ANPs reach 4% of the nursing workforce by 2025.</li> <li>› Enhance non clinical support to ANP and CNS roles in order to enable them to fulfil maximum capabilities.</li> <li>› Enhance education and training opportunities for HCAs.</li> </ul>

## 6.2 Principle 2 - Nursing Leadership and Workforce Planning (continued)

Priority Areas	Levers	SMART Objectives
Ongoing recruitment of skilled and competent Nurses to TUH as employer of choice	<ul style="list-style-type: none"> <li>➤ Implementation of the national Safer Staffing Framework (SSF).</li> <li>➤ Implement digital health technology to support better work force planning, information and management.</li> <li>➤ Influence to increase the access pathways and numbers of students and supports to meet service needs.</li> <li>➤ Recruit new graduates annually.</li> <li>➤ Focus on early graduate and early career nurses.</li> <li>➤ Develop innovative recruitment strategies in a competitive market.</li> <li>➤ Continue a pipeline of direct hire and International Nurses.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Implementation SSF to nine wards by Q4 2022.</li> <li>➤ Implementation SSF remaining wards 2023.</li> <li>➤ Implementation SSF ED 2023.</li> <li>➤ Trendcare workforce planning tool introduced by Q1 2023.</li> <li>➤ Increase recruitment of graduate Nurses to 95% per annum.</li> <li>➤ Increase graduate Nurses recruited directly to specialist areas from 2% to 4% per annum.</li> <li>➤ Increase recruitment of Nurses in line with robust workforce planning.</li> </ul>
Enable a culture of health & wellbeing for Nurses and HCAs	<ul style="list-style-type: none"> <li>➤ Promote staff health &amp; wellbeing at all levels and improve awareness of initiatives.</li> <li>➤ Improve awareness of access to support services such as the Employee Assistance Programme.</li> <li>➤ Participate in a research project to ascertain the value of application of Magnet principle in a European context.</li> <li>➤ Continue flexible working policies and practices to support and enhance the working environment.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Encourage participation in annual health &amp; wellbeing survey to increase response rate from nursing staff and HCA's.</li> <li>➤ Monitor and review responses from nurses and HCA's and focus future health &amp; wellbeing initiatives in response to feedback.</li> <li>➤ Increase engagement with TUH Health &amp; Wellbeing committee in relation to health &amp; wellbeing of nursing and HCA's.</li> <li>➤ Increase representation from Nursing and HCA's on TUH Wellbeing Champion team.</li> <li>➤ Include health and wellbeing as standing agenda item on team meetings.</li> <li>➤ Address health and wellbeing in annual performance reviews.</li> </ul>

### 6.3 Principle 3 - Embracing Digital Enablement

Priority Areas	Levers	SMART Objectives
Nurses leading on digital enablement	<ul style="list-style-type: none"> <li>› Embrace digital transformation in TUH.</li> <li>› Maximise utilisation of IT, informatics and business intelligence to measure performance and improvement.</li> <li>› Support further education and training in digital health in conjunction with our educational providers.</li> <li>› Single view of the Patient Record.</li> <li>› Access information anytime and anywhere.</li> <li>› Patient empowerment through a patient portal.</li> <li>› Digitally receive and share information with GPs and Community partners.</li> </ul>	<ul style="list-style-type: none"> <li>› 100% uptake education and training on each phase of EPR implementation.</li> <li>› Increased engagement in digital technologies in personal learning and professional development.</li> <li>› Development of documents and data fields to support each area of the integrated patient record.</li> <li>› Nurses are educated to access patient information using available technology as appropriate to support efficient access to patient records, like WOW's, I pads, laptops etc.</li> <li>› Enabling and supporting nurses to support patients accessing and using the Patient portal.</li> <li>› Nursing to leverage sharing information to support integrated care, i.e. The National Healthlink Project/ Integrated Care Pathways/ Slaintecare/ Teleclinic's/ Teams meetings.</li> </ul>
Advocate for implementation of digital health innovations and mechanisms to achieve the right information for the right patient at the right place	<ul style="list-style-type: none"> <li>› Collaborate on the digital transformation journey in TUH through the development of a TUH Nursing Information Lead.</li> <li>› Explore and lead on digital health innovations for our patients.</li> <li>› Use of high quality information to support evidence based decision making.</li> </ul>	<ul style="list-style-type: none"> <li>› In role by Q1 2023.</li> <li>› Three nurse led digital innovations delivered with the support of ICT per annum.</li> </ul>

#### 6.4 Principle 4 – Learning, QI, Innovation and Research

Priority Areas	Levers	SMART Objectives
Promote and lead on quality improvement and innovation and excellence in practice	<ul style="list-style-type: none"> <li>› Establish mechanisms for collaborative learning to facilitate sharing of expert knowledge and promote team working across TUH.</li> <li>› Develop a culture of quality improvement and of innovation to enhance the patient and staff experience.</li> <li>› Understanding that sustained QI and innovation necessary.</li> <li>› Engagement with the Innovation team.</li> <li>› Engagement with the QI Lead.</li> </ul>	<ul style="list-style-type: none"> <li>› Establish Nurse led Forum for sharing innovation, QI and research bi monthly from Q4 2022.</li> <li>› Three nurses undertake QI education annually.</li> <li>› Three nurse led QI projects delivered annually.</li> <li>› Three nurses undertake innovation projects per year.</li> <li>› One nurse undertake the TCD or RSCI innovation diploma per year.</li> </ul>
Lead on the expansion of quality clinical learning environments and supports for undergraduate nursing education	<ul style="list-style-type: none"> <li>› Work collaboratively with Higher Education Institution partners and Department of Health to build the future Nursing workforce.</li> <li>› Ensure Clinical Learning Environment is aligned to Nurse Registration Programmes Standards and Requirements (Fifth Edition) 2022.</li> <li>› Ensure CPC &amp; SALO ratio is in line with DoH standards/Optimise supports in clinical practice to include preceptorship, mentorship, CPC, SALOs.</li> <li>› Promote interdisciplinary education approach.</li> <li>› Maximise exposure to integrated care.</li> </ul>	<ul style="list-style-type: none"> <li>› Implement phased increase of Nursing students partnership with TCD and in line with placement capacity.</li> <li>› Expand practice placements onsite and offsite by 2024.</li> <li>› Increase WTE CPCs and SALOs in line with nationally agreed ratios by 2024.</li> <li>› Achieve 100% compliance with the Nurse Registration Programmes Standards and Requirements.</li> <li>› Provide interdisciplinary simulation education quarterly.</li> </ul>

#### 6.4 Principle 4 – Learning, QI, Innovation and Research (continued)

Priority Areas	Levers	SMART Objectives
Invest in postgraduate education based on service needs and national priorities	<ul style="list-style-type: none"> <li>› Inform strategic planning on specialist and advanced practice in Nursing posts in context of future direction of health services.</li> <li>› Maintain investment in postgraduate education for nursing staff in order to enhance patient care and experience.</li> <li>› Promote interdisciplinary education approach.</li> </ul>	<ul style="list-style-type: none"> <li>› 5% nurses undertake postgraduate programmes in line with service developments per year.</li> <li>› 90% nurses undertake foundation programmes in all specialist areas.</li> <li>› 60% nurses specialist areas with relevant postgrad qualification by 2027.</li> <li>› Increase nurse prescriber of medicinal products by 10% per annum.</li> <li>› Increase nurse referrers of radiological procedures by 5% per year.</li> </ul>
Support a research positive culture among nurses to lead, undertake and disseminate findings to influence practice	<ul style="list-style-type: none"> <li>› Build research capacity across nursing.</li> <li>› Leverage from TCD/DMHG Professor of Nursing posts and Trinity Centre for Healthcare Practice &amp; Innovation.</li> <li>› Utilise research data and information to innovate, create and support decision making.</li> <li>› Use research evidence to predict and plan future health care directions.</li> </ul>	<ul style="list-style-type: none"> <li>› Implement a plan to increase research capacity in nurses by 2023.</li> <li>› Establishment of Nursing Grand Rounds to encourage sharing of transferable research, audit and innovation Q2 2022.</li> <li>› Utilise the Nursing Research Forum to promote and monitor research project progress biannually.</li> <li>› Present at seminar, meetings and conferences nationally and internationally annually.</li> <li>› One nurse per year undertaking PhD.</li> </ul>



# 7

# Implementation Timelines

The Director of Nursing & Integrated Care and her team will lead the delivery of this strategy in collaboration with Executive Management Team and other stakeholders. An initial action is the development of a communication framework in Q3 2022 which will help inform and drive the nursing strategy implementation plan.

### TUH Nursing Strategy implementation plan summary

Principle 1 - Nursing Excellence in Delivering Outstanding Integrated Patient Care	2022				2023				2024				2025				2026				2027							
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
<b>SMART Objectives</b>																												
Development of one Nurse led/managed integrated care initiative quarterly.																												
Implement actions required from NPES and local surveys in collaboration with other key stakeholders annually.																												
Increase compliance in areas for improvement to 90% annually.																												
Patient safety initiatives in collaboration with multidisciplinary colleagues delivered quarterly.																												
Feedback to nursing staff via Respond in ward handover/ meetings monthly.																												




Principle 2 - Nursing Leadership and Workforce Planning	2022				2023				2024				2025				2026				2027									
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4						
<b>SMART Objectives</b>																														
Five Nurses undertaking the TUH Leadership academy quarterly.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■		
Up to five nurses undertaking TUH coaching each year.	■				■				■				■				■													
Five senior nurses undertaking shadowing opportunities with senior leaders annually.	■				■				■				■				■													
One nurse undertaking leadership programmes with DoH/OMNSD annually.	■				■				■				■				■													
One nurse successful in their application to the Meath Foundation scholarship annually.	■				■				■				■				■													
One nurse successful application SNM TCD PhD scholarship annually.	■				■				■				■				■													
Five new Nurse led developments implemented annually.	■				■				■				■				■													
Develop lead ANP role 2022.				■																										
Implement the Magnet Shared Nursing Governance Model by 2024.									■				■				■				■									
90% compliance with performance achievement completion by 2025 across all nursing grades.	■				■				■				■				■				■									
ANPs reach 4% of the nursing workforce by 2025.	Complete																													
Enhance non clinical support to ANP and CNS roles in order to enable them to fulfil maximum capabilities.	■				■				■				■				■				■									
Enhance education and training opportunities for HCAs.	■				■				■				■				■				■									
Implementation SSF to nine wards by Q4 2022.	Complete																													
Implementation SSF remaining wards 2023.				■																										
Implementation SSF ED 2023.				■																										
Trendcare workforce planning tool introduced by Quarter 1 2023.				■																										

Principle 2 - Nursing Leadership and Workforce Planning (continued)	2022				2023				2024				2025				2026				2027			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>SMART Objectives</b>																								
Increase recruitment of graduate Nurses to 95% per annum.	■				■				■				■				■				■			
Increase graduate Nurses recruited directly to specialist areas from 2% to 4% per annum.	Ongoing																							
Increase recruitment of Nurses in line with robust workforce planning.	Ongoing																							
Encourage participation in annual health & wellbeing survey to increase response rate from nursing staff and HCA's.	Ongoing																							
Monitor and review responses from nurses and HCA's and focus future health & wellbeing initiatives in response to feedback.	Ongoing																							
Increase engagement with TUH Health & Wellbeing committee in relation to health & wellbeing of nursing and HCA's.	Ongoing																							
Increase representation from Nursing and HCA's on TUH Wellbeing Champion team.	Ongoing																							
Include health and wellbeing as standing agenda item on team meetings.	Ongoing																							
Address health and wellbeing in annual performance reviews.	Ongoing																							

Principle 3 - Embracing Digital Enablement	2022				2023				2024				2025				2026				2027			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>SMART Objectives</b>																								
100% uptake education and training on each phase of EPR implementation.	<b>Each phase implementation</b>																							
Increased engagement in digital technologies in personal learning and professional development.	■				■				■				■				■				■			
Development of documents and data fields to support each area of the integrated patient record.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Nurses are educated to access patient information using available technology as appropriate to support efficient access to patient records, like WOW's, Ipads, laptops etc.	■				■				■				■				■							
Enabling and supporting nurses to support patients accessing and using the Patient portal.	■				■				■				■				■							
Nursing to leverage sharing information to support integrated care, i.e. The National Healthlink Project/ Integrated Care Pathways/ Slaintecare/ Teleclinic's/ Teams meetings.	■				■				■				■				■							

In role by Q1 2023					■																			
Three nurse led digital innovations delivered with the support of ICT per annum.	■				■				■				■				■							

Principle 4 – Learning, QI, Innovation and Research	2022				2023				2024				2025				2026				2027			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>SMART Objectives</b>																								
Establish Nurse led Forum for sharing innovation, QI and research bi monthly from Q4 2022.																					■			
Three nurses undertake QI education annually.	■				■				■				■				■							
Three nurse led QI projects delivered annually.	■				■				■				■				■							
Three nurses undertake innovation projects per year.	■				■				■				■				■							
One nurse undertake the TCD or RSCI innovation diploma per year.	■				■				■				■				■							

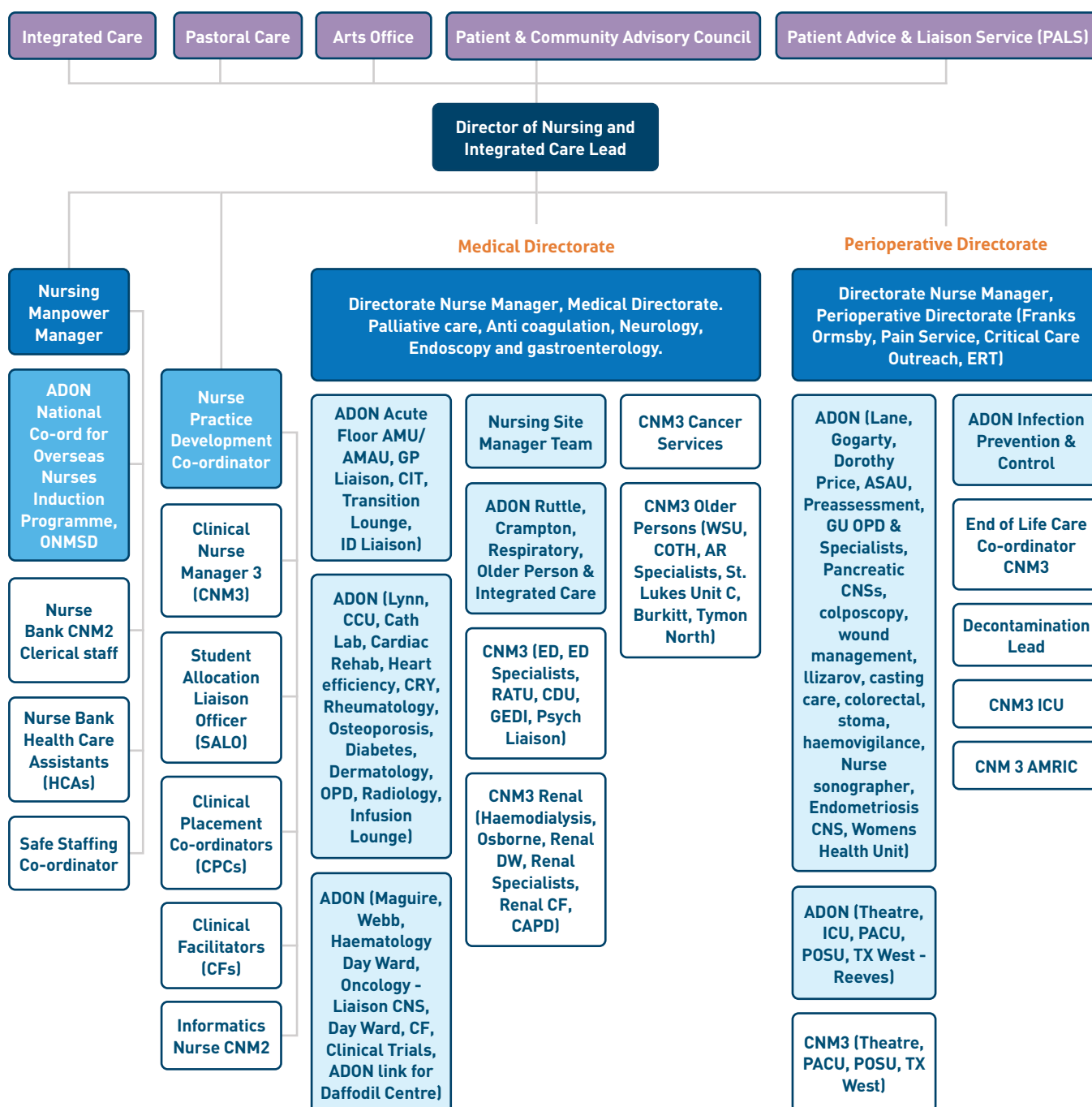
Principle 4 – Learning, QI, Innovation and Research (continued)	2022				2023				2024				2025				2026				2027			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>SMART Objectives</b>																								
Implement phased increase of Nursing students partnership with TCD and in line with placement capacity.	Ongoing																							
Expand practice placements onsite and offsite by 2024.	Ongoing																							
Increase WTE CPCs and SALOs in line with nationally agreed ratios by 2024.	Ongoing																							
Achieve 100% compliance with the Nurse Registration Programmes Standards and Requirements.	Ongoing																							
Provide interdisciplinary simulation education quarterly.																								
5% nurses undertake postgraduate programmes in line with service developments per year.	Ongoing																							
90% nurses undertake foundation programmes in all specialist areas.	Ongoing																							
60% nurses specialist areas with relevant postgrad qualification by 2027.	Ongoing																							
Increase nurse prescriber of medicinal products by 10% per annum.	Ongoing																							
Increase nurse referrers of radiological procedures by 5% per year.	Ongoing																							
Implement a plan to increase research capacity in nurses by 2023.	Ongoing																							
Establishment of Nursing Grand Rounds to encourage sharing of transferable research, audit and innovation Q2 2022.																								
Utilise the Nursing Research Forum to promote and monitor research project progress biannually.																								
Present at seminar, meetings and conferences nationally and internationally annually.	Ongoing																							
One nurse per year undertaking PhD.	Ongoing																							

# 8

# Acknowledgements

Many thanks to my colleagues who assisted in the development of this nursing strategy during 2021 and 2022 despite the challenges of the pandemic and a cyber attack along with a very challenging working environment.

## Tallaght University Hospital Nursing Structure





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