



Oifig an Stiúrthóra Seirbhísí
Altranais & Cnáimhseachais

Office of the Nursing &
Midwifery Services Director

ONMSD STRATEGIC PLAN 2023 - 2025

Foreword

On behalf of the Health Service Executive (HSE) Office of Nursing and Midwifery Services Director (ONMSD), I am delighted to present our next three-year Strategic Plan. This plan outlines our aims and commitments to progress the professions of Nursing and Midwifery and our Health Care Assistant workforce under our governance and function, in order to maximise high quality care delivery and healthcare outcomes. Key priorities to further build capability and capacity will include strengthening education, continuing professional development, clinical leadership and digital competence, thus leading and enabling Nurses and Midwives to contribute to transforming the future of healthcare that can have a real impact for our population and communities. Partnering with our colleagues and service users across the healthcare system will be a central tenet to our approach.

Covid-19 demonstrated our ability and agility to respond to a global pandemic as well as our capacity to demonstrate care, compassion and commitment in very challenging times for patients, service users and their loved ones. As we transition through these unprecedented times I wish to acknowledge the enormous contribution of our professions to preparedness and response. Nurses and Midwives delivered rapid changes across the health system and adapted strategic plans and operational contingencies to address changing local and national policies, emerging data trends, scientific discoveries, surge capacity requirements and mass vaccination. The rapid adoption of service innovations and use of TeleHealth and virtual platforms by Nurses and Midwives offered a bridge to patient care, education and training, facilitated remote work and enabled mobility and portability of relationships, interactions and operational processes at a time when face to face interactions were restricted. As we move forward towards recovery we will continue to reflect, learn and grow whilst supporting our staff through the HSE (2021) *Framework for Psychosocial Response to Covid-19 Pandemic*.

The Sláintecare Report (2017) Committee on the Future of Healthcare, the HSE Corporate Plan (2021-2024) and the Department of Health (2022) Report of the Expert Review Body on Nursing and Midwifery underpin the strategic direction for the nursing and midwifery contribution to the programme of healthcare reform in Ireland. The ONMSD will continue to raise the profile and optimise the contribution of Nurses and Midwives across all disciplines to respond to these strategic policy directions.

We in the ONMSD look forward to working with all of our stakeholders to progress the practical application of this Strategic Plan.



Dr Geraldine Shaw,

Nursing and Midwifery Services Director & Assistant National Director

Office of the Nursing & Midwifery Services Director (ONMSD)

Clinical Programme Implementation & Professional Development

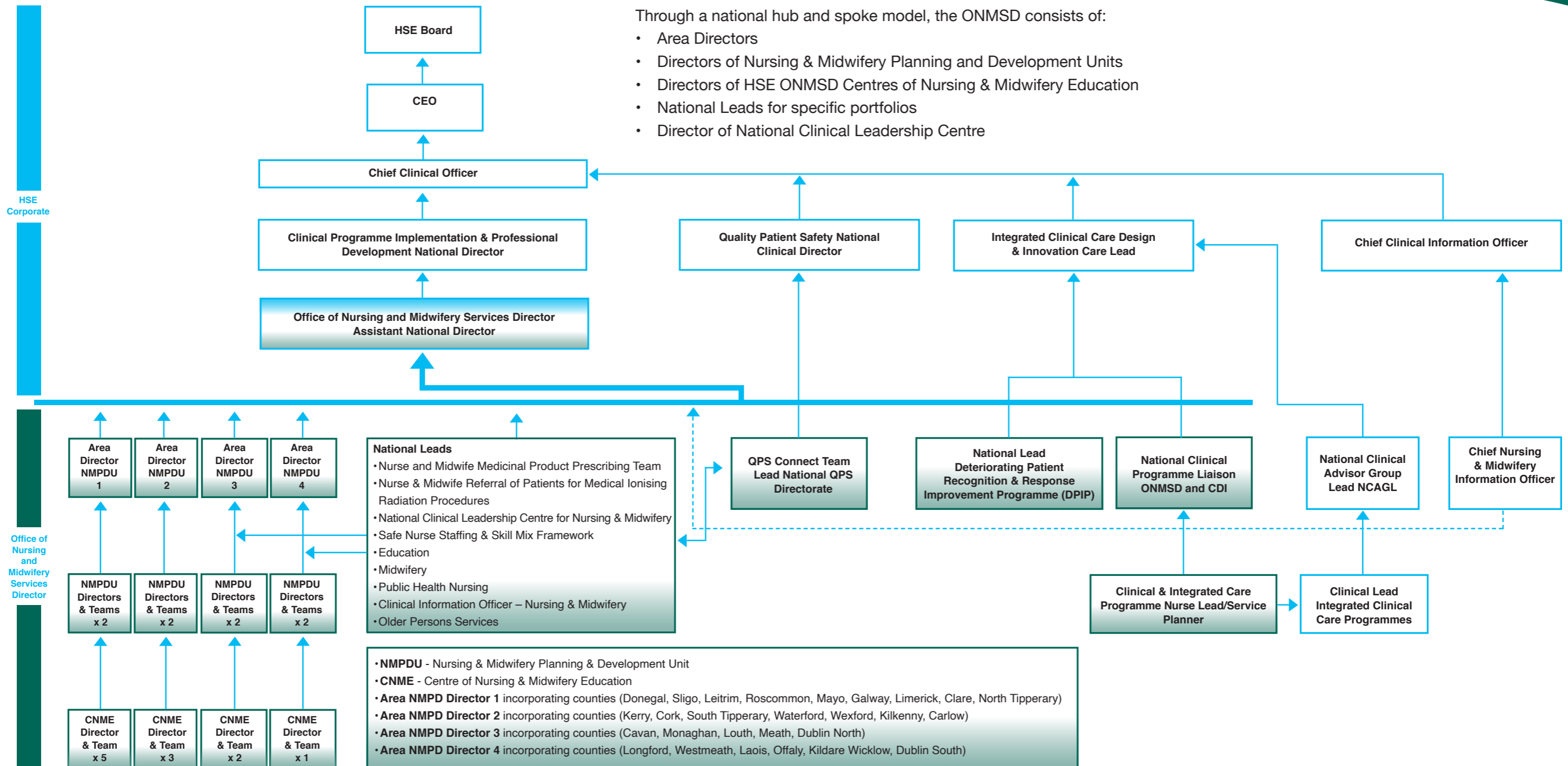
Office of the Chief Clinical Officer, HSE

Organisational Structure of the Office of the Nursing and Midwifery Services Director (ONMSD)

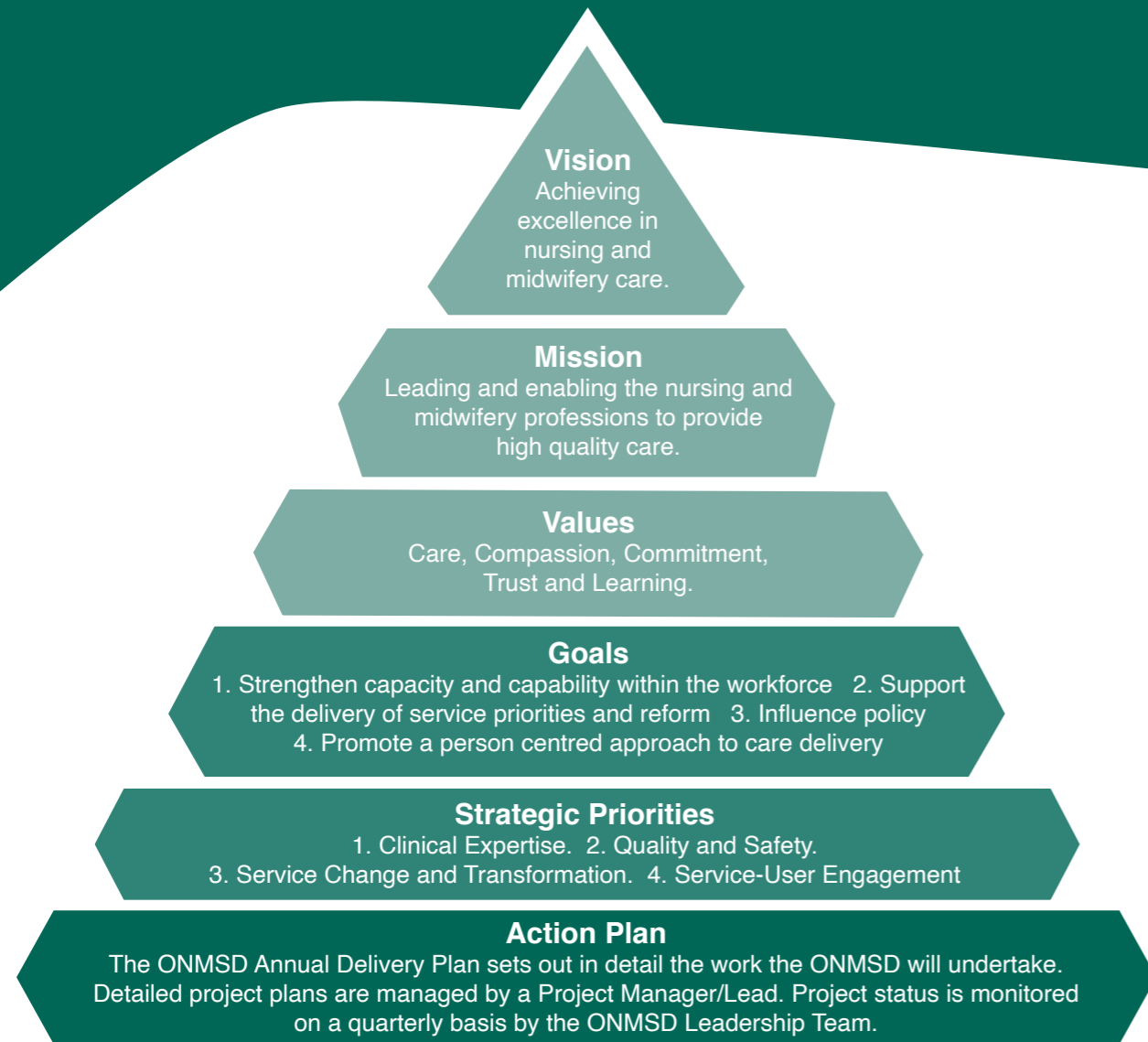
The ONMSD is led by an Assistant National Director and is the HSE corporate nursing and midwifery office of the Clinical Programme Implementation & Professional Development Division of the HSE Office of the Chief Clinical Officer.

Through a national hub and spoke model, the ONMSD consists of:

- Area Directors
- Directors of Nursing & Midwifery Planning and Development Units
- Directors of HSE ONMSD Centres of Nursing & Midwifery Education
- National Leads for specific portfolios
- Director of National Clinical Leadership Centre



The Strategic Approach

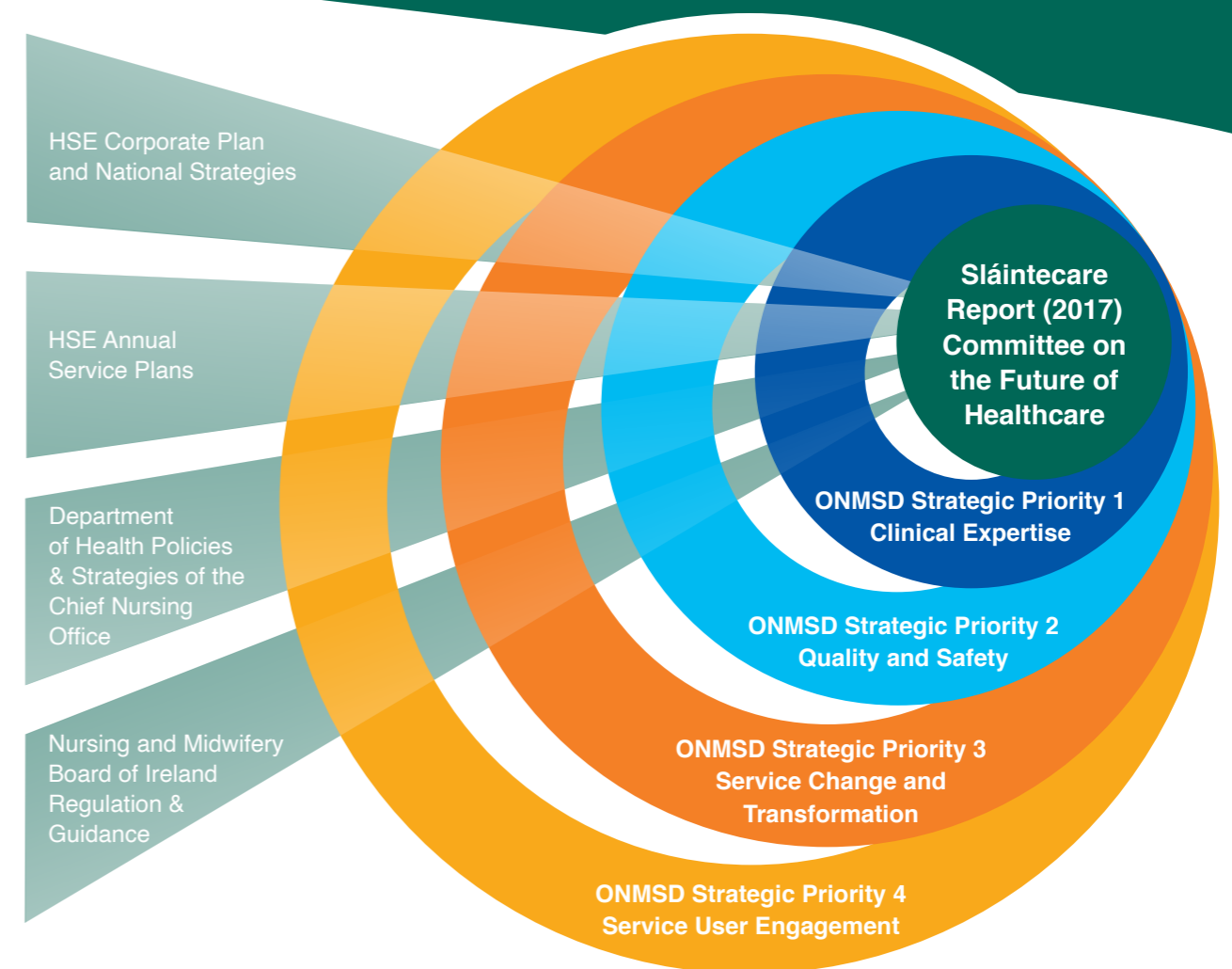


Why - The ONMSD strategically leads and supports the workforce to deliver safe, high quality, patient-centred healthcare to meet the transformation agenda required under Sláintecare to improve healthcare services in Ireland.

How - The ONMSD will deliver on the aims and commitments outlined in the Strategic Plan by strengthening the capacity and capability of the workforce through education, continuous professional development, clinical leadership and digital competence. We will partner with colleagues, service users, internal and external stakeholders as required across the healthcare system to support and enable Nurses and Midwives and Health Care Assistants under our governance and function to contribute to transforming the future of healthcare.

What - The ONMSD is committed to implementing the Strategic Plan 2023-2025, by monitoring its aims, providing leadership and accountability to the National Director of Clinical Programme Implementation and Professional Development in the Office of the Chief Clinical Officer.

Strategic Context



What we do

The ONMSD provides a focal point for nursing and midwifery within the Public Health System. It is the critical professional link with the Department of Health Chief Nursing Officer, the Nursing and Midwifery Board of Ireland (NMBI), Education Bodies, HSE Board and Leadership Team, Office of Health and Social Care professionals, Group/Area/Directors of Nursing and Midwifery and other stakeholders to enable the development and implementation of policy and regulation into clinical practice. The ONMSD provides visible and informed clinical leadership to Nurses, Midwives and Health Care Assistants under our governance and function. It builds and strengthens workforce capacity, capability and resilience whilst driving clinically enabled health service improvement and reform in line with Sláintecare. The ONMSD within its scope of governance designs, develops and delivers continuous professional development and clinical leadership, with programmes of education ranging from level 5 to level 8 on the National Framework of Qualifications.

It commissions and provides funding for level 8 and 9 programmes of education aligned to service needs. Other key functions include:

- Support the Office of the Chief Clinical Officer by providing individual staff resources to lead on specific aspects of Integrated Clinical Care Design & Innovation and Quality Patient Safety, as well as the collective contribution of the ONMSD to the integration of care through Clinical Programme Implementation and Professional Development.
- Provide professional guidance and expertise at national, corporate and local level to support strategy planning, implementation and the development of national policies, protocols, procedures and guidelines (PPPGs) for the delivery of safe evidence-based practice.
- Support the Department of Health Office of the Chief Nursing Officer in the analysis and application of legislation and on the implementation of policy such as Safe Nurse Staffing & Skill Mix Frameworks and the *Report of the Expert Review Body on Nursing and Midwifery (2022)*.
- Enables nursing and midwifery leadership to deliver on digital health, standardised terminologies and data sets and provides funding for a digital infrastructure for the measurement of care quality improvement-QCM.
- Collects and analyses data nationally to inform and support decision-making as it relates to nursing and midwifery.
- Manages a budget and provides the design, development and delivery of continuing professional development for Nurses and Midwives including education, clinical and leadership development, Specialist and Advanced Practice role development, role expansion in areas such as Medicinal Product Prescribing and Authority to Refer for Radiological Procedures, innovation and research.

Strategic Plan 2023-2025



Now more than ever, Nurses and Midwives and Health Care Assistants under our governance and function need to be responsive to the ever-changing needs of service users in order to provide high quality and compassionate care. This three-year Nursing and Midwifery Strategic Plan is aligned to the four strategic priorities of the Office of the Chief Clinical Officer.

These four strategic priorities are:

- **Clinical Expertise**
- **Quality and Safety**
- **Service Change and Transformation**
- **Service User Engagement**

The annual ONMSD Delivery Plan provides the operational framework to implement, monitor and evaluate the ONMSD Strategic Plan 2023-2025.

ONMSD Strategic Priorities 2023 - 2025

The four strategic priorities are:

1
Clinical Expertise

The ONMSD will focus on building a sustainable workforce by strengthening the clinical expertise of Nurses and Midwives and Health Care Assistants under our governance and function, by developing their capability and capacity to meet the demands of the changing context for health and social care, as we move towards an integrated healthcare system.

2
Quality and Safety

The ONMSD will embrace a culture of quality and safety and build the necessary knowledge, skills and abilities of Nurses and Midwives and Health Care Assistants under our governance and function, to support them to lead and drive quality and safety improvements in clinical practice.

3
Service Change and Transformation

The ONMSD will work collaboratively across the organisation to support the development of a dynamic nursing and midwifery and health care assistant workforce. We will provide the necessary expertise and leadership for service change and transformation in the implementation of Sláintecare, the Enhanced Community Care Programme, the Models of Care, Patient-Centred National Strategies and the *Report of the Expert Review Body on Nursing and Midwifery (2022)*.

4
Service User Engagement

The ONMSD values the unique contribution of service users to ensure safe healthcare delivery and experience. We will develop and improve the ways in which the ONMSD engage and form partnerships with service users and their families that will contribute to a meaningful and active role in their care experience. Our teams will support the values of care, compassion, commitment, trust and learning in everything we do.

Strategic Priority 1 Clinical Expertise

in detail

The ONMSD will focus on building a sustainable workforce by strengthening the clinical expertise of Nurses and Midwives and Health Care Assistants under our governance and function by developing their capability and capacity to meet the demands of the changing context for health and social care, as we move towards an integrated healthcare system.

What we will do:

We will support and develop a **Sustainable Clinical Workforce** by:

- Building and optimising clinical skills and expertise in workforce planning through continuing support for the implementation of the Framework for Safe Nurse Staffing and Skill Mix in General and Specialist Medical and Surgical Care Settings in Adult Hospitals in Ireland 2018 (Phase 1), a Framework for Safe Nurse Staffing in Emergency Care Settings (Phase 2), and the Framework for Long Term Residential Care and Community Settings (Phase 3).
- Supporting the implementation and evaluation of the Birth-rate Plus approach as a model to determine clinical midwifery staffing levels across all maternity units
- Enabling the expansion of the roles and career pathways of Nurses and Midwives and Health Care Assistants under our governance and function, in accordance with policy directives.
- Support the development of advanced and specialist practice roles and the development of new roles across the continuum of care, in line with the *Department of Health (2019) Policy on the Development of Graduate to Advanced Nursing & Midwifery Practice*.

We will support **Education and Research** by:

- Collaborating with external agencies such as the NMBI and the Education Bodies to promote and market the professions of Nursing and Midwifery.

- Developing, promoting and supporting policy development, evidence-based practice and research to enable Nurses and Midwives to optimally contribute to future health practice.
- Enabling the Consortium of Centres of Nursing and Midwifery Education to achieve Quality and Qualifications Ireland accreditation as a registered provider of Level 5 to Level 8 education modules.
- Progressing the leadership and professional capability of the nursing and midwifery workforce through the development, delivery and funding of post graduate education.
- Developing, delivering and commissioning education and continuing professional development, both in person and virtual programmes, informed by service need and organisational objectives.
- Managing the HSE Sponsorship Schemes (within available budget) aligned to the HR Circulars for Public Health Service Employees Wishing to Train as Nurses/Midwives and the Student Public Health Nurses Sponsorship Scheme.
- Collaborating with key stakeholders to scope, develop and deliver inter-professional education.
- Working in partnership with key stakeholders to further develop access to nursing and midwifery education, preparation for practice and professional development to reflect the requirements of Sláintecare.

We will support **Clinical Leadership** by:

- Strengthening clinical leadership capability through programme development and delivery, service initiatives, scholarships, workshops and other ONMSD activities.
- Supporting the empowerment of Nurses and Midwives to engage and contribute to the strategic development of the nursing and midwifery professions across acute, primary and community focused healthcare.
- Demonstrating leadership through on-going collaboration with HSE Corporate, Department of Health, professional/ regulatory bodies and clinical services to provide advice, guidance and expertise.

Strategic Priority 2

Quality and Safety

in detail

The ONMSD will embrace a culture of quality and safety and build the necessary knowledge, skills and abilities of Nurses and Midwives and Health Care Assistants under our governance and function, to support them to lead and drive quality and safety improvements in clinical practice.

What we will do:

We will support a **Quality and Safety Learning Culture** by:

- Nurturing and embedding the values of Care, Compassion, Commitment, Trust and Learning in all ONMSD programmes of work.
- Enabling Nurses and Midwives to understand Quality Improvement methodology and its alignment to safe clinical practice.
- Working collaboratively with the HSE National Quality & Patient Safety Directorate to assist with the implementation of the HSE Patient Safety Strategy and the development of patient safety tools and resources.
- Providing guidance and expertise to national strategic quality and safety groups to develop data intelligence for nursing and midwifery decision making.

We will support **Measurement and Evaluation** by:

- Enabling Nurses and Midwives to understand, interpret, analyse and utilise data and information from various sources such as Quality Care Metrics and Specialist and Advanced Practice data.
- Promoting data collection, audit and information that recognises best practice, service improvement, planning and design.
- Supporting the implementation of programmes that foster the development of expert statistical analysis skills in Nurses and Midwives.

We will support **Knowledge Development and Innovation** by:

- Disseminating and sharing quality and safety knowledge and best practice through international, national and local forums.
- Testing, evaluating and disseminating successful service innovations and knowledge into practice.
- Collaborating with other partners to drive practice innovation such as The Spark Innovation and Fellowship.
- Promoting and enabling funding opportunities for innovation.
- Leading and contributing to the development of policies, procedures, protocols and guidelines (PPPGs) for Quality and Safety .

Strategic Priority 3

Service Change and Transformation

in detail

The ONMSD will work collaboratively across the organisation to support the development of a dynamic nursing and midwifery and health care assistant workforce. We will provide the necessary expertise and leadership for service change and transformation in the implementation of Sláintecare, the Enhanced Community Care Programme, the Models of Care, Patient-Centred National Strategies and the *Report of the Expert Review Body on Nursing and Midwifery (2022)*.

What we will do:

We will support **Collaboration and Networking** by:

- Learning from, developing and connecting Nurses and Midwives with their peers and other disciplines locally, regionally, nationally and internationally to inform and enable service change and transformation.

We will develop **Change Leaders** by:

- Engaging, supporting and inspiring Nurses and Midwives and Health Care Assistants under our governance and function, to be innovative and champions of change in the implementation of service reform and evidence-based delivery models.
- Supporting the empowerment of Nurses and Midwives to contribute to the ongoing excellence in care delivery through the implementation of national strategies and policies.

We will enable **Healthcare Reform** by:

- Continuing to lead, support and respond in collaboration with key stakeholders to the National HSE agenda/challenges e.g. COVID-19, Monkeypox, Ukraine crisis and Childhood Immunisations by enabling Nurses and Midwives to be part of the Immunisation/Vaccination Programmes ensuring they are trained and supported by Protocol and Statutory Instrument.

- Providing expertise and leadership to drive and support the implementation of the report of the *Department of Health (2022) Expert Review Body on Nursing and Midwifery* and other relevant HSE and Nursing and Midwifery policies and strategies.
- Aligning our planning, development and education to the Sláintecare vision of integrated care through Regional Health Areas.
- Providing the necessary expertise and leadership to guide and support service change and transformation in the implementation of Sláintecare, the Community Healthcare Networks/ Enhanced Community Care Programme, the National Clinical Programmes/Integrated Care Programmes Models of Care and Patient-Centred National Strategies.
- Supporting service improvement and clinical practice innovation that will influence the on-going implementation and evaluation of the strategic goals of the healthcare reform agenda.

We will develop **Digital Healthcare** by:

- Continuing to develop and strengthen the partnership between the ONMSD and the Office of Chief Information Officer in order to accelerate nursing and midwifery led digital health as part of E-Health solutions.
- Supporting Nurses and Midwives to grow and strengthen their digital health development in line with the HSE (2021) *Digital Health Capabilities Framework and the ONMSD Digital Roadmap for Nursing and Midwifery 2019-2024*.
- Enabling the contribution of Nurses and Midwives to the development of effective digital health systems and solutions in order to enhance the quality of service delivery, healthcare data and outcomes and to share the learning from digital health innovations
- Supporting Nurses and Midwives in embracing digital solutions to connect with service users and families to enable them to participate in their own healthcare through digital health platforms.

Strategic Priority 4

Service User Engagement

in detail

The ONMSD values the unique contribution of service users to ensure safe healthcare delivery and experience. We will develop and improve the ways in which the ONMSD engage and form partnerships with service users and their families, that will contribute to a meaningful and active role in their care experience. Our teams will support the values of care, compassion, commitment, trust and learning in everything we do.

What we will do:

We will **Champion Our Values** by:

- Endeavoring to incorporate the views of patients and service users in the planning, implementation and evaluation of the work of the ONMSD.
- Supporting Nurses and Midwives and Health Care Assistants under our governance and function to respond to the needs of services based on the findings of the annual National Patient Experience Survey for Acute Hospitals and the National Maternity Experience Surveys.

We will enable **Person-Centredness** by:

- Supporting Nurses and Midwives and Health Care Assistants to embed the values and principles of personalised, coordinated and enabled care.
- Supporting the empowerment of Nurses and Midwives and Health Care Assistants to engage with service users to continue to develop caring, compassionate and person-centred care environments.
- Continuing to build relationships with key stakeholders including advocacy and representative groups by incorporating lived experiences in the design and delivery of continuing professional development programmes.

We will enable **Service User Communication** by:

- Acknowledging and appreciating the diverse communication needs of service users by creating effective communication and education strategies to enhance our knowledge, skills and competence.
- Building our knowledge, skills and capacity to engage with service users, to assist their understanding of health information to support them in making informed decisions.

Conclusion

The ONMSD Strategic Plan 2023-2025 sets out a clear high-level direction for the next three years in relation to how we will continue to strategically lead and support Nurses and Midwives and Health Care Assistants under our governance and function to deliver quality, safe, person-centred care. The Strategic Plan sets out four overarching priority areas of focus which are consistent with the work programmes of the HSE Office of the Chief Clinical Officer.

Embedded in these four priority areas of Clinical Expertise, Quality and Safety, Service Change and Transformation and Service User Engagement, this Strategic Plan outlines a range of specific initiatives that we will lead on to drive improvement and to support Nurses and Midwives and Health Care Assistants to be both informed and clinically enabled. The Strategic Plan provides the high-level direction and each year the detail of what we will do will be set out in the annual ONMSD Delivery Plan.

As we look ahead to the next three years, we will continue to build on the progress we have made to maximise our contribution to current and emerging health service challenges and opportunities. We will provide the leadership and guidance to support policy implementation aligned to the *Sláintecare Report (2017) Committee on the Future of Healthcare*, *HSE Corporate Plan (2021-2024)* and the *Department of Health (2022) Report of the Expert Review Body on Nursing and Midwifery*. The changing models for service delivery over the life-span of this Strategic Plan will have a clear emphasis on integration and moving care into the community. The ONMSD Strategic Plan 2023-2025 will have a significant impact on healthcare provision and the professions of nursing and midwifery.

We look forward to collaborating and working with you and all of our partners and stakeholders over the next three years to influence and give effect to the future health transformation requirement.



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Further information is
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