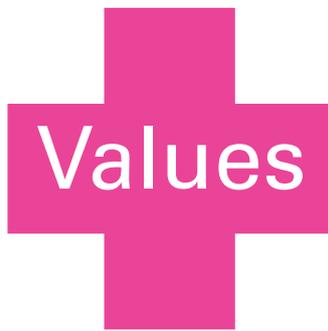


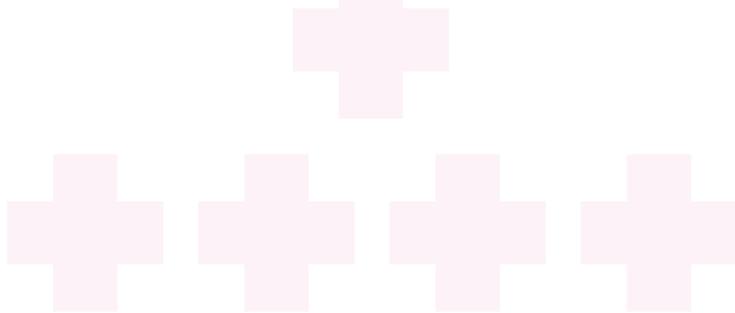


The Queen's  
Nursing  
Institute

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# Strategic Plan 2017-2020





**The Queen's Nursing Institute is an independent national charity that is dedicated to improving the nursing care of people in their communities and homes.**

**Our vision is that all people are provided with the best possible nursing care by the right nurse with the right skills in homes and communities, whenever and wherever it is needed.**

### Background

The QNI was established from a fund raised during Queen Victoria's Jubilee in 1887 and incorporated by Royal Charter in 1889, with the purpose of improving the nursing care of people in their homes by setting the education and practice standards for nurses working in the community. Until 1970, the QNI also provided all the training for community nurses in England, Wales and Northern Ireland. The high quality of the Queen's Nurse model of training and their provision of excellent nursing care was recognised both nationally and internationally.

Now established as a trusted, independent professional community nursing organisation, valued for its intelligence and close links to practice, particularly through its Queen's Nurses. The QNI is strongly positioned to campaign for better nursing care in the home and community and provides a unique combination of charitable activities to improve people's health and care including: policy influence, policy development, supporting innovation, practice improvement, leadership development, setting of education and practice standards and welfare support.

### Current context

Government policy in all nations of the UK is focussed on addressing today's public health challenges, having less hospital based care with more care delivered in the community, close to or in people's homes , , , . Currently 90% of all clinical contacts in the UK take place in primary care and the community. The home and community continue to be the preferred places to receive care throughout the life course and at the end of life.

Today we are fortunate to be able to celebrate a much longer life expectancy than previous generations and as a consequence we have a greater proportion of older adults living in our communities than ever before. Nursing care is required by one in four people over 75 years of age and this rises to one in two of all people by the age of 85 .

An indicator of the growing dependency of our older generation and importance of providing them with best possible care is the number of beds in care homes – which currently stand at three times the number of hospital beds in the UK.

There are financial challenges in sustaining this level of care and there is a consequent need to focus efforts on the prevention of ill health, public health measures and supporting people to care for their health and wellbeing at all stages of their lives. There is also a need to embrace technology and innovations to support nursing care in the home and community and to showcase excellent practice and alternative approaches to delivering care in the 21st century.

In supporting nurses to lead, develop and deliver excellent nursing care in these environments, the QNI can make a significant contribution to the health and care of patients, carers, families and communities. The QNI can show 'what good looks like' and provide the solutions to current challenges at all levels in the health and social care system.

The policy influencing and policy development work of the QNI can therefore be seen as being as relevant today as when the charity was founded.

The values of the QNI are articulated here for the first time and provide the foundation for our on-going work. They reflect the principles on which the QNI was first established by William Rathbone and Florence Nightingale in 1887.

The values that underpin our work are followed by six goals for 2017-2020 and the strategic priorities that have been identified to support the achievement of the goals.

### The values that underpin our work:

- ✦ **Partnership:** with people, patients, organisations and policy makers, ensuring individuals, families, carers and communities are at the heart of all we do.
- ✦ **Integrity:** living the values and seeing equality and diversity as strengths.
- ✦ **Excellence:** in nursing, supported by innovation and evidence.
- ✦ **Independence:** using evidence and insight to provide an independent voice.
- ✦ **Advocacy:** recognising the contribution of all community nurses.
- ✦ **Legacy:** cherishing the history of the QNI and our long-standing relationship with funders.

### Goals of the QNI

The six goals of the QNI support the vision of the charity and will guide strategic priorities, with a focus on service improvement: The six goals that will guide our strategic priorities

1. Policy Influence and Development: to improve the health and wellbeing of patients, families, carers and communities by influencing policy at local and national levels.
2. Data and Evidence: to provide independent intelligence about nursing in the community and primary care in a timely and responsive manner.
3. Standards: to act as a recognised authority in setting national standards for community nurse education and practice that are recognised within the profession and service providers.
4. Role models/leaders: to develop, promote and support excellent nurse leaders and role models in the community.
5. Innovation: to improve nursing practice in the community through developing, testing and evaluating innovation with a focus on technology.
6. Support for nurses: to provide support for the wellbeing of community nurses when facing a personal crisis in their lives.

### Goal 1: To improve the health and wellbeing of patients, families, carers and communities by influencing policy at local and national levels.

Our strengths are in the breadth of our networks, our wide reach into practice and our ability to provide a robust evidence base on which to campaign to influence policy related to practice, research and education. The QNI will positively influence the shape of health and social care policy at a national level, with evidence based reports and campaigns which support the ways in which policy change will enable improved healthcare

for all, including the most vulnerable in our society, in the home and community.

We will engage with influential leaders in government, arm's length bodies and third sector organisations, collaborating with relevant partners that share our values, to maximise our ability to influence policy.

The QNI will support the evolving role of the nurse in our developing health and social care systems, articulating and showcasing the ways in which their contribution and partnership approach to supporting communities can improve health and wellbeing. This includes the support of new service models and the integration of health and social care provision.

We will strengthen our communications and media function to promote nursing in the community to the public and decision makers.

### **Strategic priorities:**

- ✦ To promote community nursing within a changing context at national and local levels, in collaboration with others, through effective messaging.
- ✦ To influence how community nurses work, promoting collaboration and integration, learning from innovation, new service models and international systems.

### **Measuring the impact of policy influencing work**

- The number and type of organisations that call upon the QNI to contribute to their work.
- The pro-active contribution of the QNI to developing and implementing national and local policies, reflected in references to the QNI and formal recognition of our advice and intelligence in shaping services and practice.
- The raised profile of community nursing in the media, attributable to the work of the QNI.

### **Goal 2: To provide independent intelligence about nursing in the community and primary care in a timely and responsive manner.**

The QNI is in a strong position to gather intelligence at both service and system levels from across the health and social care sector, working with a wide network of partnership organisations, Queen's Nurses, Fellows and community nurses.

This committed family of QNI supporters and critical friends provides information and insight from practice to inform our policy influencing function, identifying excellent practice, areas requiring improvement and articulating the changes required along with the potential solutions.

The QNI will provide accessible reports on priority issues based on a critical analysis of data, positioned within the relevant policy context, providing solutions to practice issues and ensuring that there is a focus on the patient, family and carer.

### **Strategic priorities:**

- ✦ To provide a variety of perspectives and evidence on priority issues to be used by the QNI and others to improve primary care and community nursing services.
- ✦ To describe excellent nursing practice in the community and primary care for individuals, patients, families, carers and communities, in order to create a common understanding of current issues and provide solutions.

### Measuring the impact of providing intelligence

- An assessment of the reliability and validity of the intelligence gathered.
- The number and type of QNI reports which provide valuable intelligence related to community and primary care nursing.
- An evaluation of the ways in which the contribution of the QNI reports are used to inform policy, research, practice and education and formally recognised by organisations at all levels in the system, for the value they bring.

### Goal 3: To act as a recognised authority in setting national standards for community nurse education and practice that are accepted within the profession and service providers.

The QNI will continue to develop our evolving relationship with the higher education sector and the professional nursing regulator (Nursing and Midwifery Council) and will build on our reputation for supporting the development of specialist nursing skills.

We will work at a national level to develop UK professional standards for practice and education that are future-focused and support the development of nurses in community and primary care settings.

The professional standards will serve to articulate a national consensus view on the evolving specialist role of the community nurse in meeting the needs of individuals, patients, families, carers and communities in relation to health, wellbeing and health creation.

The QNI will support more nurses to select a career in community and primary care sectors, highlighting the rewarding nature of serving a local community and providing educational resources and frameworks to support their transition.

#### Strategic priorities:

- ✦ To work collaboratively with partners to develop standards for education and practice which facilitate safe and effective care and appropriate leadership of teams within community settings.
- ✦ To influence key stakeholders to ensure a consistent adoption of the standards to promote more effective and appropriate care for individuals, patients, families, carers and communities.

### Measuring the impact of providing standards for education and practice

- The extent to which QNI standards are endorsed by collaborative partners.
- The scale of adoption of the QNI standards by education and service providers.
- Evaluation of the standards by practitioners, patients, carers and families, following implementation.

### Goal 4: To develop, promote and support excellent nurse leaders and role models in the community who can improve services for communities at system and practice levels.

The QNI recognises that the delivery of high quality nursing care in the community and primary care is dependent on excellent leadership at all levels in the system and that there is an urgent need to actively promote the development of nurse leaders who reflect more accurately the diversity of the workforce and the population served.

The QNI will continue to develop and expand a cadre of Queen's Nurses who are awarded the title in recognition of their work in leadership, learning and sharing best practice and innovation. As QNI ambassadors, they are committed role models who 'live the values' of the QNI, promote our work, share their learning and actively contribute to policy development and implementation at local and national levels.

The QNI will support the development of executive nurse leaders who have a deep understanding and experience of nursing work in the community and primary care, recognising and valuing their contribution to service and system change.

### **Strategic priorities:**

- ✦ To promote, develop and support nurses to become excellent leaders and role models in the community, through the Queen's Nurse leadership programme.
- ✦ To grow the QNI community nursing executive network (CNEN) to support more senior nurses to improve community and primary care nursing through system and service change.

### **Measuring the impact of supporting nurse leadership**

- The extent to which Queen's Nurses are successfully leading innovation and change in collaboration with others and making a positive difference to the care of individuals, patients, families, carers and communities.
- An independent evaluation of the impact of the Queen's Nurse leadership programme on the work of the participants, with a focus on service and system improvements.
- Evaluation of the impact and spread of the CNEN by its members.

### **Goal 5: To improve nursing practice in the community through developing, testing and evaluating innovation with a focus on technology.**

The QNI is a trusted, solution-focussed organisation with an excellent record in supporting innovations in practice that evolve into mainstream services.

We will support the development of community nurses in leading innovations in practice that aim to improve the health and wellbeing of individuals, patients, families and carers and communities. We will share the learning and disseminate the successful innovations widely for maximum impact, encouraging adoption at regional and national levels as appropriate.

The QNI will contribute to the development, implementation and embedding of new ways of working and new service models, learning from test sites in the UK and international examples of best practice that aim to improve the experience, health and wellbeing of the patient, family and carer in the community and primary care setting.

The QNI will embrace and promote the use of digital technology in partnership with service users to support the best possible nursing care in homes and communities, including developments in remote monitoring and telehealth and new approaches that seek to increase productivity.

As a learning organisation with the patient, family and carer at the centre of all we do, we aim to become a role model for practice and practice development and to be at the forefront of exploring new ways of working.

### **Strategic priorities:**

- ✦ To improve the sharing and dissemination of practice and service innovations to maximise the impact and spread.
- ✦ To collaborate with partners to support the development of new service models and service improvements.

## Measuring the impact of supporting innovation development

- The extent to which innovations, practice developments and service improvements that have been developed and supported by the QNI are adopted, disseminated and scaled.
- Evaluation of the impact of innovations, practice developments and service improvements on the patient, family and carer.

## Goal 6: To provide dedicated support for the wellbeing of community nurses when facing a personal crisis in their lives.

The QNI has long and successful history of supporting community nurses who enter a period of financial hardship where the catalyst is often a crisis, such as ill health or relationship breakdown.

The support offered includes financial assistance and in some cases pastoral support and a direct referral to other services. Many nurses who have been unable to work as a result of the challenges they faced are later able to return to the workplace following a period of support by the QNI.

The QNI also offers a telephone befriending service to support older and socially isolated community nurses, enabling them to keep informed about current nursing issues and to share their nursing stories.

The QNI will continue to offer financial and pastoral support and will actively seek to identify new beneficiaries, to make a greater impact in the relief of financial hardship, whilst maintaining the dignity of all recipients.

Feedback from beneficiaries on the impact of the QNI interventions will be recorded accurately to support a fundraising campaign to grow the welfare funds.

### Strategic priorities:

- ✚ To increase the number of beneficiaries receiving financial support from the QNI.
- ✚ To increase the beneficiaries of the QNI telephone befriending service, to reduce loneliness and isolation in retired Queen's Nurses and other community nurses in our networks.

## Measuring the impact on our beneficiaries

- Evaluation of the difference made to individual nurses and their families through provision of financial support, including the use of case studies to illustrate our impact.
- Evaluation of the difference the service makes to the recipients of the telephone befriending service.

## Organisational Development

In delivering the six goals, the QNI will become further established as a leading community nursing charity that is recognised and valued for its expertise in influencing policy, providing valuable intelligence to the sector, supporting innovation, developing professional standards and supporting nurses and leaders.

In order to deliver this strategy, the QNI will continue to develop as an agile organisation and seek additional funding. A fundraising plan will recognise the significant contribution of existing funders as well as identifying and developing new and sustainable sources of funding.

The QNI council of trustees will provide the expert governance and leadership to ensure the delivery of the strategic plan, developing additional skills as required to support the growth of the QNI.

### Strategic priorities:

- + To develop the capacity and capability to deliver the goals of the charity, in particular in communications and messaging.
- + To secure sustainable funding to deliver the strategic plan.

### Measuring the achievement

- Evaluation by trustees of the delivery of the annual business plan.
- Evaluation of the funding levels achieved to meet the annual business plan requirements and the delivery of the strategic plan.
- Evaluation of the QNI communications and messaging.

**The goals of the strategic plan will be reviewed annually by the Council to assess the impact, progress and achievement of the QNI in meeting the strategic priorities.**

