

A photograph of two men in a social care setting, overlaid with a blue geometric pattern. The man on the left, wearing glasses and a dark sweater, is looking towards the man on the right. The man on the right, wearing a red jacket, is smiling and holding a white container. The background shows a room with shelves and a poster.

Leading Change, Adding Value

What it means for nurses and care staff
working in social care

November 2016

Foreword

Professor Jane Cummings, Chief Nursing Officer for England

I am delighted to launch Leading Change, Adding Value, having worked with colleagues across health and social care to bring together a framework which will support us all in our practice to ensure we deliver the best care to those who trust us to do so.

Social care is an important part of the nursing community and the work led by nurses in multiple settings stands as testament to the importance the profession plays in the lives of thousands of people needing care. Nurses working in social care demonstrate leadership through nurse led services in every care home setting. The strength of team-working with colleagues such as social workers, therapists and medical teams is essential.

As we move towards greater integration between the sectors, the relationship between nursing colleagues in the NHS and social care will become stronger and working together will be key to delivering the best for some of the most vulnerable in society.

I hope you will join me in using the framework in identifying and addressing unwarranted variation to improve your practice and strengthen your commitment to being the best you can be and lead nursing as we deliver better outcomes for those we work with and their families.



Introduction

What it means for nurses and care staff working in social care

Professor Jane Cummings, Chief Nursing Officer for England, has published a nursing, midwifery and care staff framework entitled *Leading Change, Adding Value*, which has important key messages for all nurses and care staff working across health and social care in England.

There are 49,500 nurses working in social care, 85 percent of who work in care homes with nursing. They are part of an overall workforce comprising 1.55 million people. The messages in the framework have relevance to the social care sector as we move towards greater integration; recognising the important contribution nurses and care staff in social care make to managing complex care needs for thousands of people every day.

This framework is aligned with the Five Year Forward View¹ and its vision to integrate health and social care services, improve the adoption of preventative measures and narrow three crucial gaps in:

- **Health and wellbeing:**

A greater focus on prevention is needed to enable health improvements to continue and to counter pressure on services

- **Care and quality:**

Health needs will go unmet unless we reshape care, harness technology and address variations in quality and safety

- **Funding and efficiency:**

Without efficiencies, a shortage of resources will hinder care services and progress



Social care is an experience based on relationship centred care. It is within the context of the relationships that complex care is delivered. Nurses and care staff apply their specialised knowledge and skills to support people using services. We are all leaders who can make a difference no matter where we work. What is important is that we understand where we need to use unwarranted variation to align our efforts to undertake activities that are of high value that drive down the three gaps.

Nursing, midwifery and care staff bring immense value by ensuring a focus on quality is maintained by demonstrating that our interventions result in better outcomes, better experiences and better use of resources.

If we are to do this well, then we need to create the right conditions for consistent behaviours and standards to be applied and an environment where personalisation and choice and partnerships can flourish. This is where nursing, midwifery and care staff take centre stage in adding value by the application of the 6Cs²;

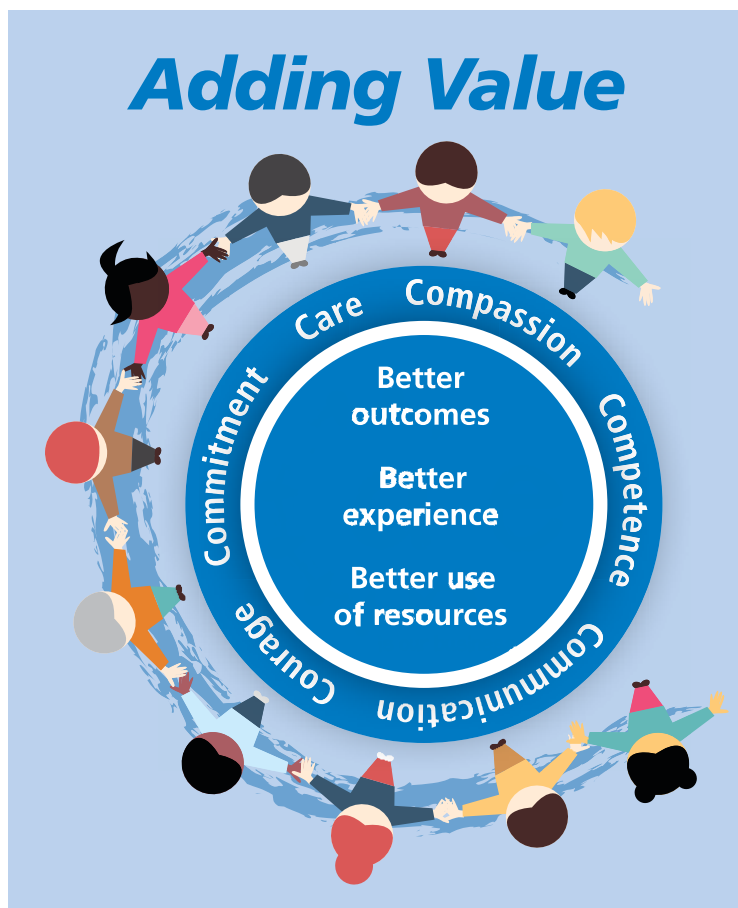
- Care
- Compassion
- Competence
- Communication
- Courage
- Commitment

For people using social care 10 new commitments within the framework together with the 6Cs ensure that people can say:

- I can live the life I want and am supported to manage any risks
- I have choice and control and feel safe
- I have the information and advice I need to stay healthy and as independent as I want
- I am still connected to my local community through friends and family
- I have a voice to control the planning and delivery of my care and support
- I have caring compassionate support delivered by competent people
- My family is supported to care which helps us all to cope.

In doing so we must reflect on our own practice as we aim to improve outcomes for the individuals for whom we care. However not all of us do this most of the time and we often need support to look for and know what and how to change things. This can lead to difficulties in demonstrating improvement and value.

The framework makes 10 commitments; these commitments help us focus on where nurses and care staff can make a difference to the care given and health and wellbeing of those in our care.



People who use services will know that nursing and care staff, who assess, plan and deliver their care are asked to commit to the following:

1. **We will** promote a culture where improving the population's health is a core component of the practice of all nursing, midwifery and care staff
2. **We will** increase the visibility of nursing and midwifery leadership and input in prevention
3. **We will** work with individuals, families and communities to equip them to make informed choices and support them to manage their own health
4. **We will** be centred on individuals experiencing high value care
5. **We will** work in partnership with individuals, their families, carers and others important to them
6. **We will** actively respond to what matters most to our staff and colleagues
7. **We will** lead and drive research to evidence the impact of what we do
8. **We will** have the right education, training and development to enhance our skills, knowledge and understanding
9. **We will** have the right staff in the right places and at the right time
10. **We will** champion the use of technology and informatics to improve practice, address unwarranted variations and enhance outcomes

Nurses and care staff working in all social care settings are essential partners in delivering a consistent and high quality experience for everyone. These partnerships are with people using services as well as fellow colleagues across health and social care. In embracing the framework and the 10 commitments they can drive essential change to improve their own and their teams' abilities to continue to improve and create new opportunities, new ways of working and building a firm and strong foundation for the future.

People who use services should see and experience better outcomes as a result of this framework.

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References:

1. NHS England (2015), [Five Year Forward View](#), NHS England.
2. Department of Health and NHS Commissioning Board (2012), [Compassion in Practice](#), Department of Health.

Essential links and key documents:

- [Department of Health \(November 2015\), Voice, choice and control](#): How registered nurses care and support staff in the care sector can support people to achieve these aims.
- [Skills for Care \(2016\), Registered nurses in the adult social care sector](#).
- Please also see Appendix A - Leading Change Adding Value: National resources: documents, tools and references.

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