



Our Nursing Strategy 2020-2025

Developed for and by our
diverse nursing workforce





“As nurses at CM Health we are collaboratively leading equitable, exceptional care and experience for all.”

As nurses at CM Health we all share a common purpose

When we come together with this common purpose, and we all commit to bringing the best of ourselves, we can achieve amazing things for the people we care for, our patients, their whaanau, our local communities, our colleagues and ourselves.

We are very proud of being nurses here at CM Health. We are a values-led organisation which is lived in practice. We have a strong connection to our community, as many of us have spent much of our lives here, and we want to make a difference for the people of South Auckland.

Our DHB strategy is to support healthy communities, healthy people, whaanau and families, and to deliver healthy services. As nurses at Counties Manukau Health, we have a unique opportunity to help create a healthier South Auckland.

Our external environment is ever changing and this provides us with opportunities to take the lead.

We provide incredible opportunities for learning, practice, and personal development.

Since November 2018 we have worked together to develop this nursing strategy in workshops, videos and team discussions. This nursing strategy was created with and for the nursing community of CM Health. It is important as it provides a whaariki or platform for us to work together for a common purpose. We have already started and there is much yet to do.

I look forward to working with you to deliver it.



Dr Jenny Parr
Chief Nurse &
Director of Patient
and Whaanau
Experience, Counties
Manukau DHB

As nurses at CM Health we recognise and respect **Te Tiriti o Waitangi** as the founding document of Aotearoa New Zealand

Te Tiriti o Waitangi establishes a partnership between the Crown and Iwi and provides a framework for Maaori health development, health and wellbeing.

The Counties Manukau Health nursing workforce is committed to ensuring that the principles and articles of Te Tiriti o Waitangi are embedded throughout the delivery of its nursing care and services. The Nursing Strategy 2020/25 provides a platform to guide and direct nursing so that equity in health is achieved.

We recognise that the Te Tiriti o Waitangi provides four domains under which the strategic themes for our nursing strategy can be established:

Article 1 – Kawanatanga (governance) We will build active partnerships and relationships with our Maaori community, whaanau and workforce that drive the improvements needed to facilitate Maaori health gain

Article 2 – Tino Rangatiratanga (self-determination) We will provide opportunities for Maaori leadership, engagement, and participation in relation to all of our work. We will build our workforce to meet the needs of Maaori and ensure that whaanau remain at the centre of their care

Article 3 – Oritetanga (equity) Achieving Maaori health equity is a priority for us. We will ensure equity is at the forefront of everything we do.

Article 4 – Te Ritenga (right to beliefs and values) We will honour the beliefs, values and aspirations of Maaori patients, staff and communities so that we deliver care that is safe as determined by Maaori.

Te Tiriti o Waitangi is the founding document of New Zealand

Our nursing strategy

“EQUITY is the foundation of our care.”

We prioritise physical, spiritual and emotional **SAFETY** for all

- Fundamentals of safety
- Speak up
- Safe staffing
- Cultural safety

We are all partners in **CARE**

- Fundamentals of care
- Care for each other
- Care for ourselves
- Care to build equity

We all **IMPROVE**

- Fundamentals of improvement
- Continuous improvement
- Research-based practice
- Equity in our workforce

We are all **LEADERS** of care

- Fundamentals of leadership
- Grow new leaders
- Lead across community
- Lead for equity

As nurses at CM Health we are collaboratively leading equitable, exceptional care and experience for all.”

Te Tiriti o Waitangi is the founding document of New Zealand



This helps us deliver our DHB strategy

Underpinned by our values and our commitment to equity



“EQUITY is the foundation of our care.”

Equity is the foundation of our care

At the heart of our purpose is equity. **As nurses at CM Health we all** believe that everyone deserves the best opportunity for a healthy life and great healthcare.

Equity is different to equality - where everyone gets the same. To achieve equity across our diverse communities we will need to support different people in different ways.

We will eliminate conscious and unconscious bias - in both ourselves and our systems. We will ensure there is **equity in everything** we do across our four strategic themes of safety, care, improvement and leadership.



Equality

Equity

Specifically we will ensure Maori and Pasifika communities feel safe with us and their health and care outcomes are equitable.

Finally, **our workforce will be representative** of all our diverse communities and we will support our people to develop the new skills they need to deliver equity in health for everyone in our community.



As nurses at
CM Health we
prioritise physical,
spiritual and emotional
SAFETY
for all

Our strategies to support us all to
Prioritise physical, spiritual and
emotional **SAFETY** for all

**We apply the
*fundamentals of safety***

Our consistent use of evidence-based safe practice reduces harm. By setting clear goals and measuring our outcomes in all areas of our work, we deliver and are accountable for, we can be certain they are the highest standards of quality, practice and care.

**We achieve and
maintain safe staffing**

Through workforce planning, recruitment and retention of the right skill mix of staff, we will develop a workforce that's capable and fit for the future. We will achieve safe staffing levels by achieving the commitments in the ACCORD.

**We speak up to
maintain safety**

We are all open to giving and receiving feedback about our care, our practice, our behaviours and the way we work together.

We deliver cultural safety

We will create an environment that is spiritually, socially and emotionally safe, as well as physically safe for all people; where there is no assault, challenge or denial of their identity, of who they are and what they need from us – institutionally or individually.



As nurses at CM Health
we are all partners in **CARE**

Our strategies to support us all to Be partners in **CARE**

Everyday we all deliver the *fundamentals of care*

We put people at the centre of their care, valuing their experience, views, beliefs and their time. We establish relationships with people, making a connection to support their physical, psycho-social and relational needs at the same time. We are present in the moment with each person, ensuring they are treated with dignity and kindness.

We care for ourselves

We recognise we can only care for people if we also care for our own wellbeing. We take our breaks. We look out for each other, and act if people are struggling.

We care for each other

We work as teams, we collaborate, we recognise each others' strengths and unique contributions, we offer help and support when it's needed, and break down silos. We will value each other. And create a kinder team working environment without bullying.

The way we care builds equity

We understand what our diverse communities want from their care, respect their beliefs, and adapt our approach and pathways to suit them.



As nurses at CM Health we all **IMPROVE**

Our strategies to support us all to **IMPROVE**



Everyday we all apply the fundamentals of improvement
We will listen to people, our patients, whaanau, communities, and what's important through their health journey, and act on what we hear every day, to improve their experience and care

Research-based practice
We will support people's curiosity, making it easy (and expected) for people to take part in, publish and celebrate research to improve what we do for our patients and communities

Continuous improvement
Seeking continuous improvement will be a part of everyone's everyday practice; we will make informed decisions, combining data with knowledge, celebrating and sharing good practice, delivering measurable year-on-year improvements

Equity in our workforce
We will drive real improvement by ensuring our workforce is representative of our diverse communities. We will develop pathways for Maaori and Pasifika staff to roles at all levels. We commit to the employment and training of all NZ nursing graduates, to retaining our existing workforce and re-employment of those who leave our workforce.



As nurses at CM Health we are all
LEADERS
of care

Our strategies to support us all to Be **LEADERS** of care

Everyday we all apply the *fundamentals of leadership*

In the CM Health Nursing Team everyone is a leader. All of us are role models of our values, competent, visible to patients, whaanau and colleagues, brave and compassionate.

We lead across our communities

We enable nurses to achieve their potential and maximise their contribution to shape and deliver innovative models of care.

We grow new leaders

We enable people to move into leadership positions, by helping them to learn to lead before promotion, to continue to lead through their careers.

We lead for equity

We will ensure our workforce – at all levels – is representative of our community (in gender, culture and other characteristics). We work with schools and universities to build pathways to leadership to make this happen. Through health promotion campaigns and equity of access to care we ensure all communities have equity in their health outcomes.

Our core principle

As nurses at CM Health we...

Situation today

What we plan to do

Our vision for 2025

“EQUITY is the foundation of our care.”

We believe everyone deserves the best chance for a healthy life and great healthcare. That doesn't mean equality, where everyone gets the same, but equity, where we support different people in different ways to achieve equity of outcomes.

all IMPROVE

are all LEADERS of care

prioritise physical, spiritual and emotional SAFETY for all

are all partners in CARE

Fewer falls, reducing restrictive interventions in mental health, preventing pressure injuries and CRE. Focus on safer staffing and developing a workforce that reflects our population.

Embedding Fundamentals of Care and measurement of different experiences by different ethnicities. Speak-Up. Need to focus on effective team-working. Wellbeing initiatives in some teams.

Building on Health Literacy, AL2DET, and local improvement cycles in place. Curiosity Campaign underway. Maaori and Pasifika leaders emerging.

Values in place, with team-based compacts. Leadership programs available. Need to focus on leadership as an attitude not a role. School-based initiatives in place.

- Fundamentals of safety: consistent, evidence-based care
- Everyone skilled / confident to give and receive feedback
- Achieve safe staffing by meeting commitments in the ACCORD
- Cultural safety for all our patients, communities and staff

- Fundamentals of care: customer service approach
- Improve teamwork, valuing each other, tackling bullying
- Support the health and wellbeing of nursing staff
- Adapt our approaches and pathways for better health equity

- Fundamentals of improvement: listen / learn / act everyday
- Developing QI skills, data-led decisions, celebrate improvement
- Make nursing research practice easy and fun to access
- Achieve workforce equity, recruit and train NZ nursing grads

- Fundamentals of leadership: everyone role model of values
- Grow new leaders at every level: mentoring, development
- Lead new models of care to address issues of population growth
- Leadership equity at all levels: job shadow, interview training

Our workforce is able and fit for the future, using consistently evidence-based safe practice, to deliver health equity.

Each person we care for is at the center of their care, with an experience that respects their views, beliefs and expertise.

Our diverse teams use curiosity and structured approaches to drive continuous improvement in quality and equity.

Every nurse at CM Health leads. We have grown new leaders from within our communities to reflect our communities.



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