



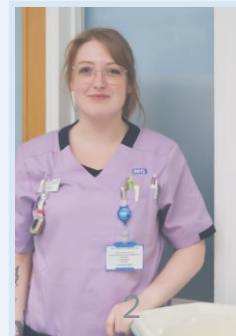
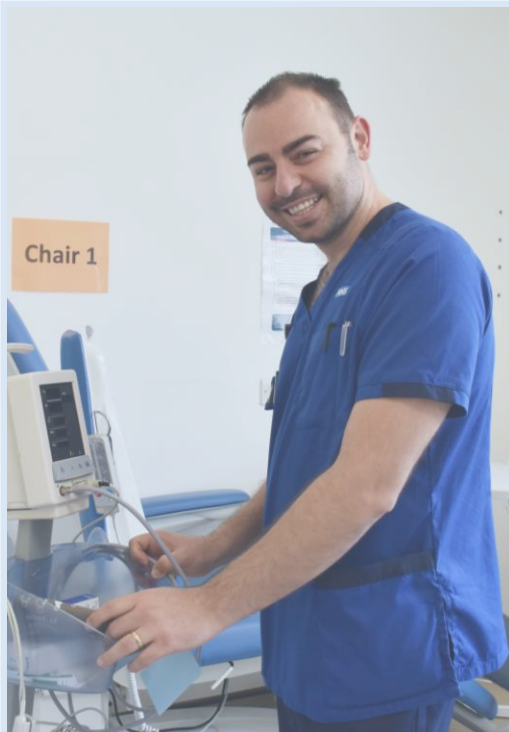
University Hospitals  
of Northamptonshire  
NHS Group

# Nursing, Midwifery and Allied Health Strategy

2025 - 2028







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# Welcome

## Welcome to the University Hospitals of Northamptonshire Nursing, Midwifery and Allied Health Professionals strategy for 2025-2028.

**I am delighted to introduce our strategy for the next three years; a clear and purposeful plan to build on the strong foundations we have laid in recent years. This strategy reflects our collective ambition and commitment to delivering exceptional care while continuing to grow and develop as a modern, resilient, and inclusive workforce.**

We are living through a time of extraordinary and ongoing change in healthcare, both nationally and globally. This evolving landscape challenges us to think differently, adapt rapidly, and act decisively. At University Hospitals of Northamptonshire (UHN), we are responding positively — investing in our people, improving our services, and strengthening our partnerships. This strategy sets out how we will do that.

**Between 2025 and 2028, we will focus on three key priorities:**

- **Providing excellent care** for every person who uses our services, every time
- **Creating a positive practice environment** where our Nurses, Midwives, and Allied Health Professionals can thrive, grow, and deliver their best
- **Building impactful partnerships** within and beyond UHN to create sustainable improvements in population health

Running through all of this is our shared responsibility for financial sustainability. We know that the long-term future of our services depends on our ability to deliver high-quality care within the resources available to us. Through innovation, smarter working, and strong professional leadership, we will ensure that our workforce delivers value as well as excellence — improving outcomes for our patients while safeguarding the future of our services.

I am incredibly proud to work alongside such a talented, compassionate, and committed workforce. The contributions you make each day are truly valued, and I have every confidence that, together, we will deliver on this strategy and continue to make UHN an employer of choice for Nurses, Midwives, and AHPs.

Thank you for everything you do — for our patients, our communities, and each other.

**Julie**  
**Julie Hogg**  
UHN Chief Nurse





# Nursing

We are delighted to have worked together to review and present our combined Nursing, Midwifery and Allied Health Professions Strategy across University Hospitals of Northamptonshire. Since the publication of our last 'Ignite our Voice' strategy we are proud to work ever closer across University Hospitals of Northamptonshire and with our wider health partners to strengthen our services delivered. We have delivered on a number of our objectives from previous strategies, and we know we can improve further. The learning and support we share in our different professions has amplified the quality of care we provide our patients and their carers. As our team working has developed, this feels the right time to bring together our key priorities within this refreshed document.

It continues to reflect the voice of us all in University Hospitals of Northamptonshire and develops some of the themes you have raised with us more recently whilst aligning with our excellence journey.

As Directors of Nursing, we commit to supporting you to deliver on the priorities set out in the pages that follow.



**Jo Smith**



**Robin Binks**

## Jo Smith and Robin Binks

**UHN Directors of Nursing**

# Allied Health Professionals

Allied Health Professionals (AHPs) can be seen in most clinical pathways and will usually work across organisational boundaries, intervening at all stages of pathways. AHPs provide solution-focused, goal-centred care to support patients with focussed aims to maintain independence and autonomy.

At UHN we have nine of the fourteen professional groups practising across our divisions, and we look forward to further collaborating with all our colleagues across the Group and further to meet the priorities set out in this unique strategy. Unique in that it has brought together the different professional groups and understood how common these shared priorities are.

We have seen the impact of the multi-professional voice and clinical leadership, and we must strive to continue to provide patients and their carers excellence in care and this strategy underpins our ambition to do just that.

As the Senior AHP Leadership team, we also commit to supporting colleagues to deliver on the priorities in this strategy.

## Ganesh Baliah

**UHN Director of Allied Health Professionals**



# Midwifery

Across our maternity service there is a collective commitment to deliver outstanding care. At the heart of our service lies a deep-rooted belief in excellence —excellence in clinical practice, in compassionate care, and in the experiences, we create for every individual and family at the heart of our service

We are steadfast in our mission to provide personalised and inclusive care that respects the unique needs, backgrounds, and choices of all those who come through our doors. Every birth journey is different, and we honour that diversity by listening, adapting, and advocating for care that is safe, respectful, and empowering.

Our strength lies in our people. I am continually inspired by the passion, skill, and resilience of our midwifery teams. We are a community of professionals who support one another, learn together, and strive for continuous improvement. By fostering a culture of collaboration and mutual respect, we ensure that every team member feels valued and every voice is heard.

Together, we are shaping a future where every person receives the highest standard of care, where equity is not just an aspiration but a reality, and where our teams thrive in an environment that nurtures growth and innovation.



## Danni Burnett

**UHN Interim Director of Midwifery**







# Nursing, Midwifery and Allied Health Professional Priorities 2025-2028

## About University Hospitals of Northamptonshire

### Kettering General Hospital NHS Foundation Trust

Kettering General Hospital provides acute healthcare services for the people of North Northamptonshire and South Leicestershire.

Our services are delivered from our main hospital site in Kettering, and satellite outpatient facilities at Prospect House in Kettering, Nene Park in Irthlingborough, Corby Health Complex and Isebrook Hospital in Wellingborough. We employ around 4,000 staff and are one of the largest employers in Northamptonshire.

We have started on a major programme to secure new investment in our buildings that enables us to improve our services and benefit our patients and the wider health and social care system. We have received provisional funding of £46M to build a new Urgent Care Hub to replace our current Emergency Department and have been selected as one of the few hospitals to have their buildings and estate improved through the New Hospital Programme.

### Northampton General Hospital NHS Trust

Northampton General Hospital provides general acute services for a population of 380,000 and has hyper-acute stroke, vascular, and renal services to almost 700,000 people throughout Northamptonshire. In addition, we are an accredited cancer centre, providing services to 880,000 people who live in Northamptonshire and parts of Buckinghamshire.

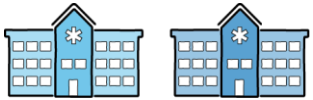
We are immensely proud that Northampton General Hospital is the first hospital in the UK to achieve the internationally recognised Pathway to Excellence® accreditation, we are also the second hospital in Europe to achieve Pathway to Excellence® designation for a second time; this means that we have created a positive practice environment in which our staff feel that they can flourish and grow.



# About UHN

University Hospitals of Northamptonshire is a collaboration between Kettering General Hospital NHS Foundation Trust and Northampton General Hospital NHS Trust. This collaboration drives greater equality of access to services for people living locally; improved patient care and outcomes for the people of Northamptonshire.

We **operate**



**two hospital sites** and several services based in the community.



Together they serve a population of around

**900,000** people  
across Northamptonshire

We **employ** over

**11,000**



**staff**

And are one of the **largest employers in Northamptonshire**



We have a **budget** of around

**£620** million

In 2020/21 we received more than

**£1.4 million** funding

For **research studies**, enabling **4,270 patients** to participate in research trials



We **care** for around

**92,000** inpatients

We **care for**



around  
**765,000** outpatients



We **deliver** more than

**8,000** babies

We carry out more than

**140,000**

**operations**



Our **Emergency Departments** care for more than

**226,000** people

## Dedicated to Excellence



As a hospital Group, we are dedicated to becoming truly excellence in everything we do. Our vision, mission and values reflect the things that our patients, staff and healthcare partners say are the most important to them.

## Our Vision, Mission and Values:



### Vision

Dedicated to excellence in patient care and staff experience, and to becoming a leader in clinical excellence, inclusivity and collaborative healthcare

### Mission

Provide safe, compassionate and clinically excellent patient care by being an outstanding employer for our people, by creating opportunity and supporting innovation, and by working in partnership to improve local health and care services.

### Our Excellence Values

Our core values are at the heart of everything we do and were developed by staff with involvement from patient representatives.



### Courage

**We dare to take on difficult challenges and try out new things.** We find the strength to speak up when it matters and we see potential failure as an opportunity to learn and improve.



### Accountability

**We take responsibility for our decisions, our actions and our behaviours.** We do what we say we will do, when we say we will do it. We acknowledge our mistakes and we learn from them.



### Compassion

**We care about our patients and each other.** We consistently show kindness and empathy and take the time to image ourselves in other people's shoes.



### Integrity

**We are consistently open, honest and trustworthy.** We can be relied upon, we stand by our values and we always strive to do the right thing.



### Respect

**We value each other, embrace diversity and make sure everyone feels included.** We take the time to listen to, appreciate and understand the thoughts, beliefs and feelings of others.



## Provide excellent care for all

### Reduction healthcare associated harms

- ✧ Ensure consistent standards of care across the organisation through the design and delivery of an aligned assessment and accreditation programme
- ✧ Improve the safety of services through a year-on-year reduction in avoidable healthcare related harms
- ✧ Ensuring staffing across nursing, midwifery and AHP's is safe, effective and sustainable
- ✧ Ensure care is safer, more personalised and more equitable for patients, their families and significant others.

### Strengthen the patient voice

- ✧ Develop patient experience priorities and develop our approach to coproduction
- ✧ Delivery of person-centred care in a responsive manner where patients are treated inline with our UHN values with a view to ensure the development of enhanced care and a reduction in delayed discharges
- ✧ Work collaboratively with patients and their families to embed personalised care in to how we deliver care at UHN and support patients to make informed choices about their health and wellbeing whilst learning from their lived experiences.





Patient, Wilma  
Josna, Advanced Occupational Therapist

## To create a positive practice environment for staff to work in

### Make UHN the employer of choice for NMAHP's in Northamptonshire

- ✧ For Nursing, Midwifery and AHP colleagues to articulate their career goals, strengths, areas for development and any support required
- ✧ To fully implement national preceptorship standards for NMAHPs (possible launch September 2025)
- ✧ Delivery of the trust's aspirational 1:20 ratio of PNA to nurses by 2027
- ✧ Continue to foster a culture of shared decision making by extending councils across multi-professional boundaries across all Division
- ✧ Pursue designation for all sites for Pathway to Excellence.®
- ✧ Develop and retain diverse talent by continuing to enable people to work flexibly, supporting health and well-being
- ✧ Ensure colleagues receive reward and recognition and build on the meaningful recognition programme
- ✧ Ensure leaders are accessible through a range of methods to NMAHP's
- ✧ Achieve best outcomes for our patients by collaborating with system partners to work across Organisational boundaries within Northamptonshire.







## Partnerships for impact across UHN

### Work proactively with patients, and local, regional, and national partners

- ✧ Improve quality, productivity, and efficiencies by maximising learning opportunities through collaboration with East Midlands Acute Providers Network (EMAPN)
- ✧ Strengthen our relationship with Local Universities, community providers, the ICB and University Hospitals of Leicester to share learning, best practice, reducing variation in patient care and addressing health inequalities
- ✧ Work collaboratively with local partners, New Hospital Programme, NHSE and CNO, CAHP England teams to champion sustainability and progress new ways of working to reduce energy consumption.
- ✧ Embed the CNO and Chief AHP England Research Strategies supporting sustainability for the long term via the Institute for Excellence in Healthcare
- ✧ Increase undergraduate training opportunities for AHPs across all professions developing new models of practice education support
- ✧ To develop NMAHP career pathways for leadership, advanced, specialist practice, education, research and digital innovations.







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n the unit  
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Window  
of  
Recognition

ALL THE BEST!  
I WAS SO LUCKY  
TO HAVE YOU  
WITH ME  
THANK YOU  
VERY MUCH

THANK YOU  
FOR ALL THE  
CARE AND  
SUPPORT  
YOU HAVE  
GIVEN ME  
I AM SO  
GRATEFUL  
TO YOU  
ALL

ALL THE  
BEST  
TO YOU  
AND YOUR  
FAMILY  
I AM SO  
GRATEFUL  
TO YOU  
ALL

THE CARE RECEIVED  
WAS  
AMAZING  
I WAS  
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GRATEFUL  
TO YOU  
ALL

NHS  
Tina Leavy  
Specialist Nurse  
Paediatric  
Unit 200



## To provide NMAHPS with an excellent educational experience

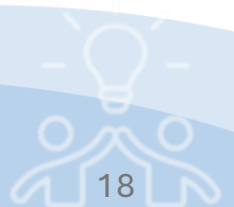
### Increase system-wide research, clinical academic career pathways / opportunities and clinical excellence

- ✧ Full implementation of the Safe Learning Environment Charter (SLEC) to support the development of positive safety cultures and continuous learning environments across UHN
- ✧ To implement a student led learning environment to enable NMAHP learners to have first-hand experience in running a clinical area and caring for patients as part of their clinical practice training
- ✧ To continue the development of UHN apprenticeship pathways
- ✧ Towards a unified vision of nursing and midwifery documentation

- ✧ Align digital health leadership and practice with the 'What Good Looks Like' (WGLL) digital framework at UHN for all NMAHPs
- ✧ Use digital technology to enhance patient safety, release time to care and improve patient experience.

### Ensure digital technologies and data underpin and maximise service delivery, NMAHP practice and patient experience

- ✧ Provide the patients of UHN with digital tools to help them manage their healthcare, treatments and experience at the Trust
- ✧ Encourage and nurture entrepreneurs, encourage and manage digital innovation.





# Nursing, Midwifery and Allied Health Professional Priorities 2025-2028

## Pathway to Excellence®



### What is Pathway to Excellence®?

Pathway to Excellence® is an internationally recognised accreditation recognising a health care organisation's commitment to creating a positive practice environment which empowers and engages staff. It focuses on six standards within nursing and midwifery. Each standard has a focus on showcasing the quality which exists in each of these areas and identifying areas for improvement.

### Pathway standards

**Shared Decision-Making**

**Leadership**

**Safety**

**Quality**

**Wellbeing**

**Professional Development**

We are collaborating with colleagues across our UHN sites as we work towards Pathway to Excellence®, ensuring that we engage and involve staff on all levels.





# Nursing, Midwifery and Allied Health Professional Priorities 2025-2028

## **Pathway to Excellence®**

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### **Why are UHN working towards Pathway to Excellence®?**


Following on from NGH achieving this designation in both 2018 and 2023, we have committed to achieving this accreditation across UHN to evidence that we have the best standards in nursing and midwifery across our services. Creating a positive practice environment to practice in supports our recruitment by encouraging the very best staff to join us. It also enables us to retain nursing colleagues and further develop our training and development, together with offering clear career progression pathways.

Since undertaking our Pathway to Excellence® journey, we have seen a wide range of benefits from the programme, and we are keen to ensure this is equitable across UHN.



# Nursing, Midwifery and Allied Health Professional Priorities 2025-2028

## Pathway to Excellence®



### How do we achieve accreditation?

We must showcase to the ANCC (Pathway to Excellence's governing body) we meet their requirements in six key standards – shared decision making, leadership, safety, quality, wellbeing and professional development. We are continuing to work with colleagues across UHN to collect evidence of where we meet specific criteria on these standards. This process also helps in identifying any gaps that need addressing to improve practice.

Once we have submitted our portfolio of evidence, the ANCC then issue a survey to our nurses and midwives. This is a validation process to confirm the evidence submitted is a factual account of working at UHN. Over 60% of our colleagues need to complete this survey and we must achieve a specified level of agreement with our approach on the six standards for us to be fully accredited.

We must undertake this process for each UHN site individually. The specified criteria we must meet change every 4 years enabling us to develop practice further across our hospital sites.

### How are we involving NMAHP colleagues?

The involvement of nursing, midwifery and AHP colleagues is vital all the way through the process. We empower all our NMAHP community to have their voices listened to, to share their examples of best practice, to provide accountability and suggest improvements.

We have engaged staff all the way through our journey, communicating what we're doing, why we're doing it, and the progress being made towards accreditation.

Whilst the final survey will only be open to Nurses and Midwives we continue to champion the role of our AHP's to the ANCC recognising the vital contribution they play in our excellence journey.

# Pathway to Excellence® at UHN

## NGH:

**July 2023**

Achieved second redesignation

**April 2025**

Midpoint demographics submitted

**April 2027**

Submit Pathway documents

**May - June 2027**

Pathway survey

**July 2027**

Designation decision

## KGH:

**April 2026**

Submit Pathway documents

**May - June 2026**

Pathway survey

**July 2026**

Designation decision









## Accessing different formats

If you would like this information in an alternative format, for example large print or easy read, or if you need help with communicating with us, for example because you use British Sign Language, please let us know. You can call the Patient Experience Team via:

### **KGH:**

kgh-tr.complaints@nhs.net.  
01536 492173

### **NGH:**

ngh.tr-patientexperience@nhs.net  
01604 544054 or 01604 544135