International Year of the
Nurse and Midwife

@NHSMidlands

NHS England and NHS Improvement - Midlands

Top image courtesy of PA Media. Bottom middle image courtesy of the Florence Nightingale Foundation for the Nurse Behind the Mask campaign. Bottom right image courtesy of Rankin.
Celebrating our professions and the work you do

Introduction from Siobhan Heafield
Regional Chief Nurse, NHS England and NHS Improvement, Midlands region

The Year of the Nurse and Midwife 2020 is our year and is our opportunity to celebrate and champion the nurses and midwives in our region and showcase the incredible, life changing work we do for patients across our health and social care system.

Whilst in ordinary times we would have celebrated together, the events of this year have meant we have had to do things differently, but we still wanted to do something fitting to mark this very special occasion. We have therefore compiled this commemorative e-book which includes stories and videos from nurses and midwives from across our region and highlights their contribution and the difference they are making to patients and communities. So, this e-book is a celebration of you and everything you do; it’s recognition of how diverse and vibrant our professions are and how we as nurses and midwives touch people’s lives.

This year we have had an exceptional number of nurses and midwives within our region receiving nominations for the Queen’s Nursing Institute which further demonstrates the exceptionally high standards of care that we deliver as professionals and our commitment to our professions. I am also incredibly proud of the nurses and midwives who have been awarded Member of the Order of the British Empire and Officer of the Order of the British Empire Medals for their services to the NHS and to the profession.

Whilst I hope that you enjoy reading the e-book, I also hope you are able to pause and reflect on all the incredible, hard work you have done, in these unprecedented times. It’s been, without a doubt an incredibly challenging year which has tested us in so many ways. We remember those of our colleagues and friends who we have lost this year and our thoughts will always be with their families and loved ones.

I would also like to extend my deepest thanks to every single one of you, for your patience, your compassion, your unwavering commitment and support to not only your profession but also to your patients, your colleagues and the people around you. When I read about the work you have done, it makes me feel incredibly proud of each and every one of you and also very proud of our nursing and midwifery professions.

I really hope you find these stories from nurses, midwives and care support workers as inspiring as I do.

Click here to view Siobhan Heafield’s video introduction

A message from Ruth May
Chief Nursing Officer for England

These reflections capture the spirit of our nursing and midwifery workforce and our NHS people. 2020, the Year of the Nurse and Midwife, was not the year we expected – but it’s certainly been a year in which
nurses and midwives have shone, locally nationally and globally. We have been front and centre of the pandemic response.

This publication is testament to the professionalism, skills and expertise we have seen. I’m very proud of our professions.

Introduction from Janet Driver
Regional Chief Midwife, NHS England and NHS Improvement, Midlands region

I’ve always felt that being a midwife is an absolute privilege; maternity is such a personal area of healthcare and as midwives we are able to support and provide care to women and families at such a special time in their lives.

I am delighted that we are able to showcase some of the most incredible work that our midwives carry out across our region and am so incredibly proud of the work you are doing to support families and babies. Whilst the Covid pandemic has been incredibly challenging for us as professionals, it has been heartening to see how midwives in our region have adapted to the pace and the challenge and have embraced new ways of working whilst still delivering care to patients and making sure they remain at the very heart of what we do.

From a personal perspective, I would also like to pay tribute to those of our colleagues and friends we have lost, it has been devastating and my sympathies are with their families and loved ones always.

And finally I would like to say thank you to you all for all your hard work, determination, compassion and willingness to go above and beyond for patients and for all of those around you. Thank you.

Click here to view Janet Driver’s video introduction

A message from Jacqueline Dunkley-Bent
Chief Midwifery Officer for England

Every year I never fail to be amazed by the midwifery contribution to the maternity experiences and health outcomes of women and babies. The expert skills, care and guidance that will ripple through generations is inspirational, but this International Year of the Nurse and Midwife has offered even more chance to reflect on the incredible life changing, life enhancing contributions that every midwife makes, day-in, day-out.

This has not been the year we expected the International Year of the Nurse and Midwife to be, but in rising to the challenges of an unprecedented pandemic and by sensitively leading Covid responses to ensure every woman has continued receiving the safe and personal care she deserves, every midwife should be proud of the part that they have played in the NHS this year.

In the Midlands, just as across the whole country, the innovation, resilience and dedication that has been shown, is nothing short of admirable and the stories set out in this book are a remarkable testament to the whole profession.
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To view a fully accessible web-based version of this e-book, visit www.england.nhs.uk/midlands/yonm-ebook

However, it is set up and ready to print on A4 should you wish to print a copy.
Why is 2020 the Year of the Nurse and Midwife?

The World Health Organisation (WHO) designated 2020 as International Year of the Nurse and the Midwife (YONM) to celebrate the vital contribution that 22 million nurses and two million midwives make in providing better healthcare all over the world.

The year is an especially significant one here in the UK as it coincides with the 200th anniversary of the birth of Florence Nightingale – a colossal figure in history who laid the foundations for nursing to become the professional occupation we know today.

There is no doubt that the pandemic has impacted on our plans to celebrate this momentous year and we are grateful to the WHO for recognising this by extending the celebrations into 2021.

If anything, however, the pandemic has only served to further underline the importance of the work of our nurses and midwives, both in 2020 and over centuries gone by.

It also underlines the importance of ensuring we attract more nurses and midwives into the profession to help sustain our health and social care system.
The NHS has been characterised by its diverse workforce since its inception in 1948 – the year when passengers of HMT Empire Windrush disembarked at the Port of Tilbury on 22 June.

Many of those passengers took up roles within the NHS, becoming an integral part of its history and making an immeasurable contribution to improving healthcare in the UK over the next 72 years.

Around 20% of the NHS workforce is now made up of colleagues from Black, Asian and Minority Ethnic (BAME) backgrounds, as international recruitment has continued to attract talented nurses and midwives from all over the world. Today over 200 plus nationalities work in the NHS.

Although we have come a long way as a service and as a society, 2020 has been a year that has created plenty of opportunities for reflection.

Whether it has been in seeing how the pandemic has disproportionately affected BAME communities or how the Black Lives Matter (BLM) movement reacted to global events, a spotlight has undoubtedly been shone on the need for us all to do more.

And while we have so much to celebrate about the rich diversity of our people and the region we serve, it remains clear that we must continue to do all we can to address inequalities for the sake of both our patients and our colleagues alike.

Watch the NHS Chief Executive Sir Simon Stevens speaking in Windrush Square, Brixton, for the 72nd anniversary of the arrival of the Empire Windrush.
The Florence Nightingale Foundation encouraged BAME nurses and midwives working on the front line during the Covid pandemic to take selfies and share them on social media on the NHS’s 72nd birthday on 5 July 2020.

#NurseBehindTheMask and #MidwifeBehindTheMask is multicultural, demonstrating the depth of nationalities working in the NHS which make it so special.

The foundation was also behind the launch of the Windrush Leadership Programme in 2018 that seeks to equip descendants of the Windrush generation and other BAME nurses and midwives with the skills, knowledge and confidence to pursue senior roles.

Mandeep Lally (pictured opposite) is a sister at University Hospitals of Derby and Burton NHS Foundation Trust and is a Florence Nightingale Foundation Nurse Alumni who also took part in the Nurse Behind The Mask campaign in 2020.
While high-level strategies can feel a world away from the reality of our day-to-day work, nurses and midwives at every level play a crucial role in realising the vision laid out in the NHS Long Term Plan.

Indeed, the country’s Chief Nursing Officer, Ruth May, has made it one of her priorities to ensure that those at every level understand the importance of their individual and collective contributions to the delivery of the plan.

The plan itself recognises that we must address the pressures our staff face, while making our funding go as far as possible and doing all we can to better serve a growing and ageing population.

We will all recognise the cornerstones of that plan in our everyday work, whether it be in changing the face of patient care and addressing health inequalities or fighting for improved outcomes and exploring how technology could transform our work for the better.

And if you have not already been introduced to the plan, then we are sure you will recognise many of its themes within the pages of this e-book, which serves as both a celebration of the work of our nurses and midwives and as testimony to how they are bringing the plan to life through their work, each and every day.

We hope that the stories shared in this will help you to realise how you and your colleagues are helping to deliver the ambitions set out in the NHS Long Term Plan.

To find your place within the future of our NHS, visit: www.longtermplan.nhs.uk
BACKGROUND TO THE YONM

Your work and the NHS Long Term Plan

While high-level strategies can feel a world away from the reality of our day-to-day work, nurses and midwives at every level play a crucial role in realising the vision laid out in the NHS Long Term Plan. Indeed, the country’s Chief Nursing Officer, Ruth May, has made it one of her priorities to ensure that those at every level understand the importance of their individual and collective contributions to the delivery of the plan.

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Aspiring to work and progress within our nursing and midwifery family

In November this year, NHS England and NHS Improvement relaunched the We are the NHS campaign, an annual recruitment campaign to demonstrate the breadth and variety of career opportunities within our professions, help drive recruitment into our sector and to showcase the incredible work that we do.

Watch the We are the NHS campaign video.

Diverse professions like no other

Nursing and midwifery are vibrant and diverse professions, and as such we are passionate about making sure our workforce reflects this. Earlier this year, to mark the first month of the Year of the Nurse and Midwife, NHS England and NHS Improvement helped to challenge gender stereotypes about men in nursing by supporting the launch of the book, ‘My daddy is a nurse’ for primary school children in Birmingham. The campaign aimed to promote gender diversity in our sector.

Ruth May, Chief Nursing Officer for England at the launch of the book, ‘My daddy is a nurse’
Nursing mentorship for the next generation

We recognise that opportunities for learning, development and mentoring are fundamental within our professions to help support and guide our nursing leaders for the future.

Manjit Darby, our former Director of Nursing Leadership and Quality within the Midlands region, played a pivotal role in championing equality and diversity in the workplace as well as inspiring, supporting and mentoring many of our nursing leaders from Black, Asian and Minority Ethnic (BAME) backgrounds. Manjit worked passionately to drive improvements in healthcare for our BAME communities.

We were incredibly proud to see her awarded with an MBE and the prestigious Chief Nursing Officer (CNO) Gold Award in recognition of her exceptional contribution to the NHS over her 36-year career.

Manjit retired earlier this year, but despite this still continues to work in healthcare as an interim Director of Nursing for Northamptonshire Healthcare Foundation Trust.

Taking pride in our professions

As nurses and midwives we operate in complex and diverse care settings but undoubtedly we are all bound by the underlying principles of delivering care and compassion to our patients and taking immense pride in the work we do.

Heather Johnstone, Director of Nursing and Quality at Stafford and Surrounds CCG has written a poem about how the Covid pandemic has impacted nurses in what should have been a year of celebration to mark the YONM.

Click here to listen to the poem.

Opportunities within our profession

Over the next few pages, we have featured different stories from nurses and midwives across our region which capture their career journeys.
Redeployment of a corporate nurse during Covid

At the start of the national lockdown, there was a call for nurses with intensive care experience to volunteer and join colleagues within intensive care units (ICU) to meet the expected demand.

Becky Bartholomew, Director of Nursing and Quality at NHS Warwickshire North, Coventry and Rugby CCG was deployed as a nurse. This is a personal account of her experience.

Following refresher training for intensive care nurses, I returned to ICU as an additional member of the team for two shifts and then commenced with the team working the full 12.5 hour shifts. The team were incredibly supportive and really helpful. I originally undertook my ICU training in 1988 and now I was working with members of the ICU who hadn’t even been born in 1988! The skills and knowledge quickly returned though!

The lessons from Italy included nursing patients in a prone position, so lying on their tummy which took four nurses and a senior intensivist doctor about 40 minutes to an hour to prone a patient. One of the moments that will
WE ARE THE NHS

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Helpful. I originally undertook my ICU training in 1988 and now I was working with members of the ICU who hadn’t even been born in 1988! The skills and knowledge quickly returned though!

The lessons from Italy included nursing patients in a prone position, so lying on their tummy which took four nurses and a senior intensivist doctor about 40 minutes to an hour to prone a patient. One of the moments that will remain with me is a patient that we were proning, during the process her CPAP mask (Continuous Positive Airway Pressure) broke. The intensivist had to hold the mask together to maintain this lady’s oxygenation. We replaced the mask with some difficulty and after an hour-long repositioning, she still managed to say “Thank you.”

The ICU team had an iPad so that family members could talk to and see their loved ones, if their loved ones were able to talk to them. This enabled some vital family contact at this difficult time. If a patient reached their agreed ceiling of care or we had exhausted every single treatment option and we knew that the inevitable passing of the patient was imminent, we would present the relatives with a handmade knitted heart donated by members of the public.

The compassionate care demonstrated by all team members most definitely bore out the promise that as you could not be with your loved ones we would hold their hands, we would sit with them and if they passed away, we would cry your tears for you.

Many tears were shed.
I started my career at the age of 26 in social care as a HCA in the community, Learning the ropes about caring for others and showing humanity.

I worked my way up the ranks and became a manager of a private care home, It was for people who had poor mental health that had no families and was all alone.

I used to manage staff, update policies and procedures, and deal with CQC, But after six years I knew this really wasn’t for me.

I missed the direct patient contact and making a difference was at my core, I plucked up the courage to apply for a university course at 34.

A university course that opened the right doors for me, After four years at university completing a social care diploma and nursing degree.

I passed my degree with first class honours which made me very proud, “I am finally a mental health nurse” I said out loud.

After experience on adult wards I got a job in the community with children and adolescents, Lots of therapy sessions, goal-based outcomes and risk assessments,
I went back to university and did a post grad in CBT,
That made me experienced in a therapy modality.

I found the place where I wanted to be,
To help children and adolescents learn to break free.

From poor mental health and social issues,
Helping them develop strategies to cope, talk, cry and providing tissues.

Getting them back into school or facing their fears,
Helping them to finally enjoy these precious years.

Since then I haven’t looked back,
Only with pride about my experience track.

I have been lucky with the opportunities I have had along the way,
I love what I do and am happy to say.

Through hard work and determination,
Nursing is more than a profession it’s my vocation.

I have been supported and worked in great teams,
That helps each other, over the phone and now on live streams.

It’s for the strong minded, determined and kind-hearted,
It’s for the caring, compassionate, funny and asserted.

I am not going to lie,
It can be tiring, draining and sometimes I cry.

It takes a special someone to be a person’s voice,
to have the ability to listen and have the strength to fight,
For your clients wants, needs and what is right.

Nursing is everything about being humanistic,
Also, the ability to listen, over a cuppa and a biscuit.

Don’t forget a sense of humour and the ability to laugh,
You need humour on this hard at times chosen path.

Do a job that fulfils your calling,
And that changes every day and certainly is not boring.

It is that inner urge to help others that are in need,
And the feeling you get for doing a good deed.

Be a person, who makes a difference on earth,
Become a well-respected NURSE.

By Elizabeth Scott
RMN/CBT Therapist, CAMHS
From Black Country Healthcare NHS Foundation Trust
Moving to the UK to achieve a nursing dream

Rina Rose Amarille-Morales first came to the UK from the Philippines in 2018 to work towards becoming a registered UK nurse.

"Dreams small or big are worth achieving" I penned this phrase when I was in high school.

At present, I am slowly reaping the fruits of my labour. My goals and dreams gradually unfolding. My name is Rina Rose Amarille-Morales and I work as a senior nurse in the Heart Function Service under the Cardiac Rehabilitation Service of Hereford County Hospital, Wye Valley NHS Trust.

I first came to the UK in the winter of January 2018. I had mixed emotions then as I had to leave my family, my partner, my boys aged seven and three, but on the other hand, I was looking forward to fulfilling my dream of becoming a UK registered nurse (UKRN).

The road to become a
UKRN is not an easy task. I came from the Philippines and had to pass The International English Language Testing System (IELTS), Cognitive behavioural therapy (CBT), interviews, medical exams, and await a decision from the Nursing and Midwifery Council (NMC) before I could apply for a visa to come to the UK. After successfully completing the first stage of my NMC application, I flew to the UK to prepare for the second part, the Objective Structured Clinical Examination (OSCE).

I started my career in Hereford County Hospital as a band 3 senior healthcare assistant (HCA) while preparing for my OSCE. I worked in Lugg, a Cardiology ward and became accustomed with the line of work in the hospital. The OSCE was the final hurdle for me to attain my goal of becoming a registered nurse. Upon acquiring my PIN, my next goal was to bring my family to the UK. I really missed my family so took bank shifts to help support their move to the UK.

I did some bank nursing work which paved the way for me to cross paths with the Cardiac Rehabilitation service. It was fate that I met the team and had grown to love the service they provide for patients. It was very timely as well as they were in need of a heart function nurse which I subsequently applied for and luckily was selected for the role. In nine months I rose from a band 5 nurse to a band 6 senior nurse in Heart Function Service.

Currently, I am loving my job as a heart function nurse. I am very passionate about the work that I do and to the patients under our care. I am very grateful to be working in the Heart Function Service and try to give back to my patients by providing them with excellent care and efficient management. My next goal is to become a clinical nurse specialist.

To my fellow nurses, never stop dreaming and living out your dreams.

I can, and I will.

My career journey to becoming a nursing associate

Mitch, a newly qualified nursing associate from the Leicester Royal Infirmary shares his career journey.

Watch Mitch’s story
Kevin’s story

Kevin Fernandez is a registered nurse at the Wye Valley NHS Trust, having moved to the UK from the Philippines a year ago. He shares his experience and excitement about moving to the UK and starting a new job in a new country.

I started to work as a senior healthcare assistant at Wye Valley NHS Trust whilst attending study sessions twice a week for two months under the Trust’s Objective Structured Clinical Examination (OSCE) programme.

The clinical lectures and hands on training I had with Jo Bladen and Helen Farmer, practice educators, honed my nursing knowledge and skills, enabling me to pass my OSCE on my first take, leading me to earn my NMC PIN a couple of months after I arrived in the UK.

The trust’s support did not end with the programme as I have just finished my 12 month preceptorship, which facilitated me to provide the best quality of care to my patients.

If there is one thing that I couldn’t have prepared myself for before coming to the UK, it was the Covid outbreak. I currently work on the respiratory ward, so when this pandemic started, I was one of those nurses who first donned full Personal Protective Equipment (PPE).

At first it felt like an obligation for me to help, but as time went on, we saw with our own eyes’ patients succumbing to death day-after-day. The fear of contracting the virus and protecting our families back home against it were difficult things that we had to fight until the 100th day when our ward was declared Covid free.

Those 100 days were the toughest days of my nursing career but it was also rewarding. The people in the UK decided to honour us every Thursday with a clap for carers. I remember the first night, I was working and the patients clapped right in front of me. I was being praised for something that was just my job.

I have had my share of ups and downs in the past year but the advice I could give to any nurse moving to the UK from another country is to prepare yourself physically, mentally and emotionally, and always expect the unexpected. Working in a foreign country without your family and close friends will be very difficult, but worth it for every life you save and a bonus for those with wanderlust souls like me.
Alice’s story

Alice Battey is a student midwife in her second year at the University of Worcester.

From a young age I have always aspired to be a midwife and knew that there was no other career for me.

Being lucky enough to gain experience within maternity before applying to university reinforced my aspiration. Empowering and advocating for women through one of the most life changing times in their life is more than a privilege and I feel honoured every day that I get to be a part of it.

At the beginning of March, it was time to go on delivery suite for my next placement at Worcestershire Acute Hospitals NHS Trust. I spent three weeks on delivery suite; witnessing and facilitating births whilst being in awe at the strength women can show. Every single birth I witnessed I just remember feeling so emotional but also honoured that I was allowed to be a part of that woman’s journey.

When the Covid pandemic emerged, all first-year students were deferred from placement to support clinical needs and reduce the spread of the virus.

Our lectures also moved online, but the teaching team still strived to make our sessions fun and interactive. My cohort received the news that our next placement block on delivery suite which was due to take place at the end of the academic year, had also been deferred due to the ongoing Covid pandemic. However, the midwifery teaching team supported us weekly with online ‘keeping in touch’ sessions enabling us to discuss practice, general concerns or ask questions.

As a result of my placement being deferred, I decided to join NHS Professionals to start working as a maternity support worker (MSW) at my local Trust, Worcestershire Acute Hospitals NHS Trust. This is one of the best decisions I have ever made.

Life as a student midwife at the University of Worcester is exactly what I hoped it would be. The midwifery teaching team are so welcoming, friendly and would do anything to help us as students. I have made friends for life on this course and I am excited about the year; building on my foundation knowledge of midwifery as we learn more about the complexities of care, obstetric emergencies and developing my skills further.
Developing a collaborative early supported discharge process in response to Covid

Following the Government’s change of discharge arrangements in March earlier this year, in response to the Coronavirus pandemic, organisations within Birmingham and Solihull sustainability and transformation partnership, worked together to come up with a way of discharging patients into care.

The team identified that some of the patients who were occupying hospital beds were fit for discharge, but due to the nature of their complex conditions and sometimes the disconnect of the system, had not yet been discharged from hospital.

**THE NURSING TEAM’S APPROACH**
Nurses in NHS Birmingham and Solihull CCG, and Birmingham Community Healthcare NHS Trust
all worked together and rapidly created a Pathway Two/Three Discharge Team, encouraging a ‘home first’ ethos.

This led to the integration and co-location of colleagues from across the system, including complex discharge nurses, advanced nurse/care practitioners, social workers, senior practitioners, hospice nurses, community end-of-life nurses, in-patient and community mental health nurses, infection prevention and control nurses, admin support and brokerage teams. The nursing team met on Teams twice daily to enable patients to be discharged safely to care homes and support the ongoing delivery of the integrated discharge hub.

The team was also careful to ensure they constantly kept abreast of swabbing and isolation requirements for the Covid pandemic.

The support of the whole team at such a special time in the YONM from across the system in coming together at pace and breaking down organisational barriers meant the flow of discharges were timely, safe and appropriate.

FUNDRAISING EFFORT DELIVERS BUNDLES OF JOY TO HARDWORKING COLLEAGUES
Natalie Jackson, a rapid response sister at The Royal Orthopaedic Hospital Birmingham, helped raise over £600 to buy shower gel, shampoo and other goodies for her colleagues, after new guidance requiring staff to shower after caring for patients with suspected or confirmed Covid was introduced during the pandemic.

SEXUAL HEALTH SERVICE GOES DIGITAL DURING PANDEMIC
The Umbrella Sexual Health Service at University Hospitals Birmingham NHS Foundation Trust turned to technology to launch a new telephone triage, video consultation, home self-STI testing and postal medication service to keep their service going during the pandemic.

KATHY JONES, DELIVERY SUITE MIDWIFE FROM BIRMINGHAM WOMEN’S AND CHILDREN’S (BWC) NHS FOUNDATION TRUST PROVIDES INSIGHTS INTO HER ROLE AT THE HOSPITAL
“The best thing throughout my time at BWC has been becoming part of a well-respected and hard-working team and my sense of pride in the job we all do on a daily basis. I have been fortunate enough that over the last 17 years a number of my colleagues have become my great friends. So great, that they helped me deliver my own babies.”

BIRMINGHAM AND SOLIHULL MENTAL HEALTH NHS FOUNDATION TRUST
Click here to see a message to all nurses from Sue Hartley, Executive Director of Nursing from Birmingham and Solihull Mental Health NHS Foundation Trust
Celebrating our mental health nurses at Forward Thinking Birmingham

Forward Thinking Birmingham is the city’s innovative mental health partnership for 0-25 year olds and is part of Birmingham Women’s and Children’s NHS Foundation Trust.

Elaine Kirwan, Deputy Chief Nurse at Birmingham Women’s and Children’s Hospital NHS Foundation Trust wanted to recognise and celebrate those nurses who make a difference.

“Our nurses at Forward Thinking Birmingham do so much more than take care of our children and young people, they are all fearless leaders stepping up to the challenges in our NHS today. I am so proud that they are our mental health nurses and they all embody our NHS values and mental health care and compassion.”

Below are details of some of our fantastic team members and I would like to showcase their amazing skills, care and compassion:

JO HEMMING
During Covid, Jo has been a wise inspirational leader and provided help and support to all professions.

TODD NYAMHUNGA
Todd has an ability to be kind and understanding of our young people in a mental health crisis. As one of our nurses working in the urgent care crisis team, he has actively turned lives around.

AVELLA REID
Avella has been an inspiration to so many and she wants others to grow and learn through ‘Striving not Existing.’

ERIN DOHERTY
Erin is incredibly passionate about youth and mental health. She is open with her knowledge and expertise and wants everyone to learn with her.

ENEY MHIZHA AND IVY JAMANDA
Our amazing nurses in Oaklands community and urgent care team who worked incredibly hard through the pandemic and stepped up to support everyone when we lost our colleague during the pandemic.

CALLUM MOORE
Callum’s reflectiveness and ability to understand and respond to patient distress means his therapeutic practice is value-based and grounded in compassion.
AMANDA GRIMSHAW
Amanda gives all of her energy and time to making a difference to those patients with learning disabilities. She teaches so many of us so we can better work together across services and pathways.

PAT TULLOCH
Pat’s passion is for advocating, educating and maintaining high nursing standards for our young people struggling with eating disorders.

CRAIG HODGSON
Craig is kind and always strives to improve the care we provide, whilst looking after the wellbeing of his team.

RACHEL COLEY
The smallest act of caring, offering a kind word, a smile or a listening ear makes a big difference. This is something Rachel always gives to her team and to those around her.

LISA MCGOWAN
During the Covid crisis, Lisa has kept us safe with training and knowledge on all things PPE, making sure the teams were looked after and supported. Lisa goes above and beyond looking out for staff.

PRIMARY CARE, FLU VACCINES, COLLABORATION

Community effort helps to deliver drive-through flu jab service for at risk groups

GPS Healthcare Nursing Team organised their first ever drive-through-flu vaccination service in autumn 2020.

The team, headed up by Julie Carrick and Sally Scott, were able to use the car parks and campus offered by Solihull College and University Centre to enable the drive-through service, while local charity Solihull Round Table handed out tea and biscuits to patients.

Julie, Sally and other members of the team successfully planned the whole service, from purchasing extra vaccine fridges and using temperature controlled cool boxes to store the vaccines, as well as organising tea and biscuits for patients in their cars after they had received their flu jabs.

Despite battling with relentless rain and Storm Alex during the weekend, the nursing team’s spirits never dampened and the team’s innovative service saw over 2,000 patients receiving their jabs in their cars.

The service saw the team vaccinating patients in the safety of their cars, focusing on shielded and elderly patients, for which they achieved universal satisfaction from our patients.

“I am so proud of our team who made the day really enjoyable”

Sally Scott
Deputy Director of Nursing, GPS Healthcare
BAME, SHARED DECISION-MAKING, COLLABORATIVE WORKING, LEADERSHIP, DEVELOPMENT OPPORTUNITIES

A shared decision-making council for Black, Asian and Minority Ethnic staff at Walsall Healthcare NHS Foundation Trust

Events this year prompted Joan Dyer and Angela Cope, both senior nurses at Walsall Healthcare NHS Foundation Trust to set up a shared decision-making council for all Black, Asian and Minority Ethnic (BAME) colleagues within the trust, to ensure that all colleagues felt empowered to speak up on issues that mattered to them. Joan explains more below.

Q: WHAT PROMPTED YOU TO SET UP THE SHARED DECISION-MAKING COUNCIL IN YOUR TRUST?
A: Events over the summer were a catalyst for change and also led me to reflect on the wider issues that my colleagues from BAME backgrounds felt were important.

Q: WHAT WERE THE NEXT STEPS THAT YOU TOOK?
A: I realised we needed to establish a group that would represent the views of our BAME colleagues. I spoke to our Vice Chair on our leadership team and he was incredibly supportive and we launched the BAME Shared Decision-Making Council within the Trust. Our members are from across all staff groups, clinical and non-clinical staff. I was nominated as the Chair of the group.

Q: WHAT SORTS OF ISSUES DID YOU ADDRESS WITHIN THE COUNCIL?
A: We have around 24 council members. I spoke to them to identify what mattered to them the most. We received feedback around staff development opportunities and how some of our members needed help with their training and development to support their aspirations in progressing their careers. As a result, we have set up mentoring schemes with senior members of the trust and run coaching sessions on how to approach interviews.

There was some nervousness from our BAME colleagues around being redeployed throughout the Covid pandemic, therefore, with the support of HR we developed a risk assessment process which meant that any of our members would be able to inform their managers of any long term health conditions which would put them at a greater risk to Covid. We have also received some support from the Royal College of Nursing which carried out some culture ambassador training.

Q: DOES THE COUNCIL HAVE SENIOR LEVEL SPONSORSHIP?
A: Yes, it has been very well received by both the non-Executive Board and the Trust Board. They are all really pleased with what we are doing and the issues we are tackling. We hold a council meeting every month and also report these findings into both Boards.
Supporting hospital admission avoidance

District Nurse and Community Intravenous therapy (IV) Team Leader, Kate Owen from Dudley Group NHS Foundation Trust describes an innovative approach to treating patients who require IV therapy in the community.

When I worked as a district nursing sister I was saddened when patients were admitted to hospital with infected leg ulcers just for intravenous antibiotics.

I highlighted this issue to Trust management. As a result, I had the opportunity to review care pathways and lead a team of community nurses to improve patient care.

Through teamwork and dedication, the nurse led community IV therapy team now encompasses five workstreams:

1. IV antimicrobial therapy to prevent hospital admissions and to facilitate patients’ early discharge from hospital.
2. Oncology / haematology outreach service, enabling patients to receive routine central venous access device care at home or community clinic.
3. Artificial hydration to prevent patients being admitted to hospital with dehydration.
4. IV iron infusions to correct pre-operative iron deficiency anaemia and optimise patients prior to surgery.
5. Administering IV furosemide to prevent patients with diagnosed heart failure being admitted to hospital.

Providing IV therapy in the community is an excellent way to avoid hospital admissions and facilitate a patient’s early discharge, thus allowing them to continue with their everyday activities whilst receiving treatment.

School nurses on the Covid frontline in Dudley

School nurses in Dudley played their part in the fight to tackle the spread of Coronavirus in the region’s care homes earlier this year.

Nurses and support staff from the Dudley School Nurses service – which is managed by Shropshire Community Health NHS Trust – were redeployed to carry our Coronavirus testing for residents and staff across the borough’s 90 care homes. Between March to June, nurses from the team carried out over 1,700 Coronavirus tests.

Whilst many of Dudley’s 120 schools were only open to vulnerable children and those of key workers, during the lockdown earlier this year, the service stepped up to help Dudley Council’s public health team with Coronavirus testing.
Offering extra maternity care support for women whose first language isn’t English

Afrah Muflhi, a member of the Willow team, working for Sandwell and West Birmingham Hospitals NHS Trust has worked hard to deliver a personalised service for women and their families within the community, particularly for new migrants and those who don’t speak English as a first language.

Our service follows the Better Births principles which focus on personalised care, centred on the woman, her baby and her family. As a team we work to support women in all areas of maternity care.

Many people within the communities we serve don’t speak English as a first language and we felt the services we offered were not fully meeting their needs.

As a team we began a scoping exercise to identify women’s and families’ needs. If a mother is unable
to communicate in English then this is a risk, particularly when the mother is going into labour or suffering with pregnancy related complications, and needs to contact the maternity team but does not have the language skills to communicate. We have developed a very personalised maternity care package for these women.

This includes running an informal ‘English for pregnancy and birth’ class which involves role play sessions to practice key words in English to enable non-English speaking women and families to better understand and express themselves during pregnancy, birth and beyond. We saw that many of the women were new migrants with limited financial means. We are able to adapt the care we provide through visiting women in their homes if they don’t have access to transport to attend appointments. We also put women in touch with local voluntary organisations who can help provide baby items and equipment.

The continuity of care ethos means that we are able to support women throughout all stages of pregnancy, their birth experience and postnatal care.

I feel like we are empowering our women and families through delivering this service. I also feel empowered as a professional as I have been able to use my voice to make improvements and enact change within the Trust.

NURSING TIMES AWARD FOR ROYAL WOLVERHAMPTON’S NURSE-LED TELEPHONE TRIAGE
Royal Wolverhampton’s Trust picked up a Nursing Times award in the Cancer Award category for their nurse-led telephone triage and its impact on achieving the prostate cancer best practice pathway.

NHS SANDWELL AND WEST BIRMINGHAM CCG
NHS Sandwell and West Birmingham CCG carried out proactive testing in care homes in order to provide resilience, contingency and support for the care home community during the Covid pandemic. They identified the top ten care homes in each of the key areas within the STP that had suspected and confirmed Covid cases.

BLACK COUNTRY HEALTHCARE NHS FOUNDATION TRUST
Put together a thank you video to recognise nurses and colleagues working throughout the pandemic.

Watch the video
During the pandemic, the NHS South Warwickshire CCG worked jointly with Warwickshire County Council to ensure the timely discharge of patients back into the community.

The team of learning disability and mental health nurses focused on transforming care for their patients with learning disabilities and autistic spectrum conditions.

Transforming care ensured that their patients were able to live at home, with the right support.

During this time the team worked tirelessly with patients, their families and wider multidisciplinary teams.

The nurses helped to break down the barriers to ensure that patients were being discharged from hospital in a timely manner. After being discharged, the nursing team sourced placements for patients and completed reviews to check that their patients were safe, well and that the services were meeting their needs.

Due to the help and care of the nursing team, their patients are now able to take part in everyday activities in their community. This includes living in and decorating their own houses and looking after their own pets.

The pandemic has helped the nursing team to think more creatively and to work in a more time efficient manner as well as adapt the way they care for patients to ensure that they were supported to live their lives away from inpatient settings.

Due to this level of care, patients with learning disabilities and/ or autism are now able to have a home in community, access the support they need and can reach their full potential to live a healthy and happy life.
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University Hospitals Coventry and Warwickshire NHS Trust kick-start the largest vaccine campaign in NHS history

Matron, May Parsons from University Hospitals Coventry and Warwickshire, made history by delivering the world’s first fully tested and approved Covid vaccination. The vaccine was administered to 90 year-old grandmother, Margaret Keenan on 8 December 2020, as part of the NHS’s largest vaccination programme.

USING DIGITAL CHANNELS TO DELIVER ANTENATAL EDUCATION DURING THE PANDEMIC – GEORGE ELLIOT HOSPITAL NHS TRUST

Midwives at George Elliot Hospital NHS Trust were able to use Zoom to deliver antenatal classes to mums-to-be and their partners during the pandemic. The hospital’s antenatal education midwife hosted Zoom sessions to cover a range of topics including the early signs of labour and infant feeding, and other topics that would have normally been discussed in the birth preparation classes.

COVENTRY AND WARWICKSHIRE PARTNERSHIP NHS TRUST

Nurses at Coventry and Warwickshire Partnership Trust share how their roles as nurses help them make a difference to their patients.

Read Tracey and Danielle’s stories
How Covid broke my heart

I grew up on a farm near a small town in the Freestate province in South Africa. Whilst on sabbatical in 2003, I started working as a manager of Kineton Manor Nursing Home in Warwickshire.

In January 2020 and before any official lockdown instructions, I decided to implement a lockdown at the nursing home as a preventative measure. We increased our infection control measures and closed to visitors. Sadly, during this time my husband was also admitted to hospital. Despite testing negative for Covid, he became very weak, unresponsive and it was touch and go whether he would survive.

At the same time five of my nurses also tested positive for Covid. Three other nurses and I had to look after 52 residents for 14 days, for both day and night. Our residents also started to show symptoms, and heartbreakingly several of them died from the virus. Warwickshire County Council were very supportive to us with supplies of PPE and arranged Covid testing for all our staff and residents.

Then the healing process started! The staff who were struck down with the virus got better and returned to work and five of our residents who had been tested positive recovered and became symptom free. My husband is slowly recovering and two of our staff who became very unwell with Covid are also recovering. All of our residents are
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My husband is slowly recovering and two of our staff who became very unwell with Covid are also recovering. All of our residents are symptom free and my staff are healthy. We are slowly, slowly starting to admit new residents.

I am so thankful for all nurses, carers and staff in care homes who were willing to put their lives in danger to protect our older generation to ensure they have the best care.

Dr Paula Du Rand, manager, Kineton Manor Nursing Home

NURSE OUTREACH SERVICE, ADDRESSING HEALTH INEQUALITIES, COLLABORATION

Nurse outreach service: supporting homeless patients

Earlier this year, South Warwickshire NHS Foundation Trust worked jointly with Warwickshire County Council to deliver a physical health outreach service for our homeless and temporary housed population of Warwickshire.

This service consisted of two full time nurse practitioners, each with advanced health assessment and prescribing skills.

Working collaboratively with other voluntary, housing, social and NHS organisations the two nurses deliver a preventative and reactive physical health service either on the streets of Warwickshire or at pre-arranged clinics at a variety of bases. The ‘physical health checks’ have enabled us to identify conditions such as diabetes and atrial fibrillation, as well as helping us to provide wound management, and supporting people back into permanent accommodation.

Building relationships with people has meant that their physical health needs have improved, and collaborative working with our partners has enabled us to engage with more patients and allowed us to support our patients with other issues such as alcohol and drugs dependency.

We feel it’s really important to be able to work with our clients in a caring and compassionate way and this has enabled us to manage their physical, psychological and social needs and to improve health outcomes.

Dr Paula Du Rand, pictured in the middle of the image, is the manager at Kineton Manor Nursing Home.
Derbyshire school nurses keep their HPV vaccinations moving with drive-through clinics

Derbyshire school nurses, part of Derbyshire Community Health Services NHS Trust ran drive-through clinics over the summer of 2020 to ensure that thousands of teenagers didn’t miss out on their HPV vaccinations due to school closures.

The drive-through vaccine clinics were held at school car parks across Derbyshire and the team set up an online booking system so parents could arrange the appointments. By the end of August, a total of 67 clinics had been completed across 17 different locations and 200 sessions were running each day along with home visits for those who were unable to attend. Over 9,700 children were vaccinated against HPV during the summer.

The school nurses completely remodelled their service, and are now sharing their knowledge, experience and innovation with other organisations across the country including GPs, the British Army and NHS Trusts.

Watch the team in action.
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SUPPORTING THE LOCAL DEAF COMMUNITY IN DERBY

In the summer, NHS Derby and Derbyshire CCG created some useful British Sign Language (BSL) videos to support local people and keep them up to date on health services during the pandemic.

Watch one of the BSL updates
Aimie, a nurse from University Hospitals of Derby and Burton NHS Foundation, who worked on the frontline caring for patients with Coronavirus shared a special moment early this year of when she was reunited with her family after seven weeks apart.

Aimie who has worked at the Trust for five years, left her three children behind with their father at the end of March to enable her to continue working as a nurse as their young daughter, who suffers from asthma was shielding. She was delighted to be reunited with her family after working away for seven weeks.

Aimie said: “My daughter Ivy has now said she’d love to be a nurse one day after seeing what her mummy has been doing with her team – her original career route was to become a princess!”

As part of Armed Forces week in June, Chesterfield Royal Hospital NHS Foundation Trust celebrated staff who had come to work at the Trust having previously been in the Services.

Tom Stokes, a nurse in the Emergency Department, served in the Royal Air Force (RAF) before beginning his nurse training. It was Tom’s time in the forces, working alongside the MERT (Medical Emergency Response Team), that made him consider a career change.

Tom explains: “I went to Afghanistan in 2009 for a six-month tour as part of my RAF regiment. We had a bit of a mixed tour with a force protection role which we did on a two-week rotation – that could be anything from patrolling the villages to patrolling outside of Camp Bastion but we also had the rotation with the MERT team during which we provided force protection for the medical staff on the back of the chinooks when they picked up injured soldiers. In real terms you were only on the ground for a minute – so back in the air you would try and help the medics where you could.

“It was interesting with the medical emergency team and, having no experience of anything medical it was so intriguing. I think part
Burton nurse from University Hospitals of Derby and Burton NHS Foundation Trust reunites with her family

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Outstanding CQC Rating for Derbyshire Healthcare NHS Foundation Trust’s Children’s Division

Derbyshire Healthcare NHS Foundation Trust’s Children’s division, which includes school nursing teams, health visitors within the children’s universal team for 0-19s and its complex health and paediatric therapies service was awarded an Outstanding rating by the CQC this year after a Trust-wide inspection. The division increased its overall outcome by two ratings. The CQC provided positive feedback on the team’s person-centred culture and how this ethos means that children are seen as children first and foremost, with their individual physical, mental health, emotional and social needs recognised and responded to.
Green is ‘go’ for shielding patients’ clinic during lockdown

Learn how nurses, GPs and volunteers in rural Herefordshire kept essential services running for 3,000 shielding patients …

When the first wave of the pandemic hit in March 2020, it increasingly saw some of the most vulnerable members of society among those hardest-hit – something that was no different in rural Herefordshire.

A local GP who was also shielding himself and Cate Lamport, the advanced nurse practitioner at Cantilupe Surgery in Hereford, soon realised the impact that the situation could have on the 3,000-plus patients in the county who had been advised to shield to protect themselves.

“We were quick to recognise the issues that were unfolding,” explains Cate Lamport.

“It was from there that the Super Green Clinic was born, as staff from the area’s five primary care networks, Taurus Healthcare and Herefordshire’s GP Federation worked to provide pre-chemo blood tests, pre-surgery vaccines, essential blood monitoring and tests, and on-going care for conditions like leg ulcers to shielding patients.

Setting up the clinic presented a huge logistical challenge in itself, requiring a suitable site to be identified, deep cleaned, stocked and staffed at short notice, as local practices were asked to deploy staff to support the clinic.

Thanks to their quick work, the clinic opened on 21 April 2020 and was soon welcoming 80 patients a week, as well as offering home visits to those who were unable to travel.

“It is the dedication of the team behind the clinic that Cate credits as the key to its success.

“The morale among everyone involved was so high and it’s a team that I am really proud to have been a part of,” Cate explains.

“The service aimed to meet the needs of each and every patient we came into contact with and I am proud to say that every query has been more than met since we opened our doors.”

“Many of those who had been asked to shield are so reliant on primary care services in their day to day lives, so it was essential that we found a way of continuing to offer the essential services they needed.”
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Digital safety huddles improving outcomes for babies

Whether it’s virtual quizzes or ‘face time’ with loved ones, there are few areas of life that have been left untouched by video conferencing in 2020 – and now it’s claimed its next triumph in improving outcomes for mothers and babies...

Maternity and neonatal teams across Herefordshire and Worcestershire Local Maternity and Neonatal System (LMNS) have been using video conferencing technology to drive safety improvements for mothers and babies, thanks to the launch of their new daily digital safety huddles.

The technology has enabled professionals from the teams at Worcestershire Acute Hospitals NHS Trust and Wye Valley NHS Trust – including the Unit Midwifery Co-ordinator, Obstetrician and Neonatologist – to more easily meet across sites each day to share details of operational issues, clinical information and review events directly impacting on service delivery.

The daily huddles have fast become an essential way to support safer care at the trusts, while also working to ensure that women and babies are in the most appropriate unit for their needs.

Michelle Sterry, Quality Improvement Midwife for the LMNS, said: “Colleagues have really supported this project.”
Babies born early at Worcestershire Royal Hospital who are at risk of hypoglycaemia are now being given a red blanket to make it easy for neonatal staff to quickly identify that they need to be monitored and kept warm.

The red blankets are accompanied by a leaflet for new mums, offering information and advice on protecting their baby from low blood glucose.

The initiative forms part of Worcestershire Acute Hospitals NHS Trust’s work around the MatNeo Collaborative – a three-year programme to support improvement in the quality and safety of maternity and neonatal units across England.

“The strength of team working, commitment to safety improvements and openness to change was very evident from all the clinical staff involved.”
Why nursing as a career?

Reena Patel, a primary care nurse in Leicester talks about how nursing is her calling and how the work she and her team do really makes a difference to patients, relatives and the general public.

Watch Reena’s video.

“Thank you to the Glenfield Hospital”

Gill Hyam, ward sister at University Hospitals of Leicester NHS Trust wanted to recognise her team for the outstanding care they provided to a patient with learning disabilities recently.

The patient was accompanied by his two carers and unbeknown to staff, filmed a YouTube video documenting their stay and high praise for the ward.

Gill said: “I feel my ward team always goes the extra mile for all of our patients and this video brought a tear to many of us, it is a pleasure to care for all patients, we do not expect any thanks, but this video touched our hearts.”

Watch the patient’s video here.

The poem ‘What makes a nurse’ is written by retired mental health nurse Elaine Thompson and inspired by the multifaced and caring roles of nurses.
AWARD FOR LEICESTERSHIRE PARTNERSHIP TRUST
Leicestershire Partnership Trust won a 2020 Nursing Times Award for its innovative ChatHealth text messaging service for young people.

Judges praised its accessibility and support for mental health during 2020 and were impressed that the service is expanding to include parents with pre-school children. Now used by school nurses, health visitors and children’s services in more than 50 organisations, young people value the confidentiality of the service and the access they have to trusted health advice.

KARL ANDERSON FROM EAST MIDLANDS AMBULANCE SERVICE REFLECTS ON HIS NURSING CAREER
Following over 30 years of working as a nurse in the NHS, Karl Anderson, clinical practice tutor from East Midlands Ambulance Service (EMAS) reflects on his career highlights and the diversity of nursing as a profession.

What makes a nurse?

We help to offer comfort, when life just isn’t fair,
We help to calm a crisis, by merely being there,
We help the fallen raise back up, when life has knocked them down,
We share a silent moment, without complaint or frown.
We listen to the worries, that fills a heart with fear,
We hold a hand with comfort, as death draws in so near,
We care for those so vulnerable, and offer hope and care,
With compassion, care and empathy, you’ll find us always there.

Elaine Thompson
August 2020

The poem ‘What makes a nurse’ is written by retired mental health nurse Elaine Thompson and inspired by the multifaced and caring roles of nurses.
Lincolnshire Community Health Services (LCHS) have led on an initiative to offer screening for latent tuberculosis, general health checks, information and advice to factory workers in south Lincolnshire.

The work was delivered by members of the countywide Community Tuberculosis (TB) Service and the Trust’s Equality, Diversity and Inclusion team.

Sue Silvester, TB lead nurse at Lincolnshire Community Health Services, explained: “Through this project, we wanted to improve people’s understanding of how to access local health services, break down language barriers and increase screening for TB and latent tuberculosis infection (LTBI).”

Although Lincolnshire has a low incidence of TB, the uptake for conventional home visiting for TB and LTBI screening was low and so the project allowed Sue and the team to visit the factory workers and to carry out on site
Improving access to healthcare services

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“By offering services in a different way, we have been able to help reduce health inequalities, facilitate a dedicated time for workers to access information, reduce the incidence of TB locally, facilitate onward referral where necessary for a range of health issues and build great working relationships with local employers.”

Rachel Higgins, equality, diversity and inclusion lead at LCHS, said: “Our services are constantly looking at new ways to engage with members of our local communities. With the support of a number of local employers, this project is making a real difference to people who otherwise would have been difficult for us to reach out to.”

UNITED LINCOLNSHIRE HOSPITALS NHS TRUST STAFF AWARDS 2020

Earlier in September, United Lincolnshire Hospitals NHS Trust celebrated their 2020 staff awards where staff from nursing, clinical and non-clinical backgrounds were recognised for their efforts.

Watch their 2020 Staff Awards

LINCOLNSHIRE CCG

Chief Nurse Liz Ball at NHS Lincolnshire CCG and Tracey Pilcher, Director of Nursing, AHPs and Operations at Lincolnshire Community Health Services NHS Trust join other senior leaders to post a thank you message to the public for the sacrifices they make during Covid to protect their teams.

Watch the messages
MENTAL HEALTH, VETERAN

Lyndsay Khan wins mental health nurse of the year for work with veterans

Mental health nurse and Team Manager for Lincolnshire Partnership NHS Foundation Trust, Lyndsay Khan, has won the Mental Health Nurse of the Year award at the national British Journal of Nursing Awards, which celebrate excellence in nursing and patient care.

Lyndsay has been a mental health nurse for over 20 years, serving 14 years in Princess Mary’s Royal Air Force Nursing Service before joining Lincolnshire Partnership NHS Foundation Trust. Since joining the Trust, Lyndsay has consistently delivered a high level of care to veterans and their families, acting with a compassion borne out of her own experience as a veteran transitioning back into the community.

She has led on several important projects, raising awareness of mental health issues in the armed forces community, to ensure that veterans experiencing mental ill-health access vital support. Lyndsay has also contributed to charitable work which supports the armed forces community, including a sponsored ‘March in March’ event in Lincoln which she organised earlier this year.

Lyndsay was delighted to find she had won and said: “It feels unbelievable but utterly amazing to have won this award. Having been a mental health nurse for over 20 years, to get such recognition for doing a job I love is just fantastic.”
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COVID, UPSKILLING REDEPLOYED NURSES, COLLABORATIVE WORKING, SUPPORTING OTHER NURSES, ADOPTING NEW WAYS OF WORKING

Student nurses and retirees step-up during the pandemic at Northampton General Hospital NHS Trust

In response to the Covid pandemic, Northampton General Hospital NHS Trust established a training week to rapidly upskill their nursing workforce who had been redeployed to ward areas.

This included upskilling newly qualified nurses, overseas nurses, student nurses and clinical nurse specialists on skills such as venepuncture and cannulation, PPE and medicines management.

The aim was to rapidly upskill deployed nurses so that the pressure on regular ward staff was reduced and to ensure staff were equipped to deliver the best possible care throughout the pandemic to patients. To make sure the ‘skills week’ hit the mark, a gap analysis was carried out across the nursing workforce in the form of a survey to identify key priorities.

From those attending, the programme upskilled 97 student nurses to undertake enhanced clinical skills, 75 newly qualified nurses to develop the competencies needed for their role, and 102 specialist and senior nurses not currently working clinically, who returned during the pandemic. This meant that support could be provided to 21 different clinical areas and it also enabled experienced ward staff to be released to support critical care.

Following the introduction of the programme, the Trust revisited the gap analysis which highlighted that staff who attended the skills week felt it was a positive experience and that they were also grateful for the pastoral support provided.

The key success of the programme wasn’t just the clinical information shared or the skills learnt, but the fact they left feeling supported and empowered to nurse on the frontline during the height of the Covid pandemic.

The Trust is now looking to evolve the programme and will be using the video series developed as an integral part of the nurse education delivery.
Inspired by the worldwide Girl Guiding movement and the power of the collective voice, Northampton General Hospital NHS Trust’s Director of Nursing and Midwifery, Sheran Oke, came up with an innovative idea to mark the Year of the Nurse and Midwife. The Covid pandemic further highlighted how dedicated and compassionate the nursing and midwifery teams at the Trust are; always working closely together and supporting one another. They have celebrated their diverse and collective voice through a dedicated song, recorded in their spare time.
A day in the life of a matron at Northampton General Hospital NHS Trust

Who would have predicted a Covid pandemic happening whilst we were celebrating the International Year of the Nurse and Midwife? I’m immensely proud of the Matron team at Northampton General Hospital NHS Trust and would like to share the amazing commitment, professionalism and teamwork that they always display.

The matron team has always been committed to patient safety, infection prevention, staff safety and wellbeing and leadership, but their clinical drive to provide the best care possible to patients and families in these unprecedented times has been extraordinary.

The team spirit and camaraderie, and the emotional and professional support provided by the fearless senior nursing team kept everyone motivated. They empowered clinical teams to adopt new ways of working and never faltered in overcoming the ever-changing daily challenges, adapting to every change without exception.

The matrons have provided much needed professionalism and have left an emblazoned trail of hope and true nursing spirit in the heart of Northampton General Hospital NHS Trust. During the most challenging months within the NHS, the matrons were there providing fortitude and expertise.

Nursing is truly alive at Northampton General Hospital NHS Trust thanks to the matron team. I am both proud and humbled by their commitment, resilience and gallantry to lead our clinical teams through this pandemic. They truly deserve the honour and recognition that sharing this story will bring.
NORTHAMPTONSHIRE CCG EARN NATIONAL RECOGNITION
Northamptonshire CCG has received a Health Service Journal (HSJ) Patient Safety Award for its yellow bracelet scheme, an initiative which enables better and more joined-up care for patients.

Developed by NHS Northamptonshire CCG through Northamptonshire Health and Care Partnership, patients are given a yellow bracelet which contains a QR code. This provides clinicians and healthcare professionals instant access about the patient’s domiciliary care package and other healthcare needs.

COMMUNITY NURSING STAR PROVIDES VITAL SUPPORT TO NORTHAMPTONSHIRE CARE HOMES
During the Covid pandemic, Northamptonshire Healthcare NHS Foundation Trust’s colleagues worked together to ensure that its service users, patients and carers continued to receive outstanding care. Laura Clifford, a community matron and her team provided care and support to care homes during lockdown. Laura led a care home task force, and her team provided support and guidance as well as helping to lower the transmission risk.

KETTERING GENERAL HOSPITAL CHIEF NURSING INFORMATION OFFICER WINS NATIONAL AWARD
Dione Rogers, a nurse at Kettering General Hospital has won a national award for her involvement in the introduction of an electronic patient record, including the use of on the spot hand-held patient observations recording.

Dione was awarded the national Women in Tech Excellence 2020 Digital Leader of the Year Award.

During autumn of last year, Dione played a key role in driving the roll-out of 600 hand-held devices to record patient observations across all 42 of the hospital wards.
Nottingham University Hospitals achieve international recognition for excellence in nursing

Nottingham University Hospitals NHS Trust (NUH) has become the first organisation outside of the USA to be American Nurses Credentialing Centre (ANCC) Pathway to Excellence® and Magnet® recognised for excellence in nursing.

ANCC Pathway to Excellence® programme is recognised globally as enabling nursing excellence, instilling a strong sense of professional pride and offers proven strategies to help ensure that the care delivered to patients is of the highest standards.

During the Year of the Nurse and Midwife in August 2020, Nottingham Children’s Hospital (NCH), which includes Nottingham Sexual Health Services, became the first Children’s Hospital in Europe to be pathway recognised by the ANCC. This international recognition highlights that NCH is an excellent place for nurses to work, with high job satisfaction,
Nottingham City Hospital Magnet Designation Magnet® recognition is a prestigious designation from the American Nurses Credentialing Centre that recognises organisations that provide the highest quality care. Magnet is recognised internationally as the gold standard for nursing excellence. In October 2020, Nottingham University Hospitals became the first UK organisation to achieve this accreditation and only the second in Europe. Alignment with the Magnet framework is a commitment to true culture change, empowering frontline nurses and the teams they work with to make decisions locally, enhancing care outcomes and improving staff experience.

On October 13 2020 NUH was notified by the Commission on Magnet Recognition that they had achieved Magnet status. The Magnet appraisers identified twelve exemplars that were considered outstanding examples of nursing excellence at NUH and worthy of international dissemination.

The extensive pathway to excellence application document contained examples of how core standards to promote a positive practice environment for nurses was a key part of the culture at NCH - these included shared decision-making, leadership, quality, safety, professional development and wellbeing. The final part of the assessment was an unseen registered nurse survey sent by ANCC to all nurses. The results of the final survey were outstanding.
Aquiline Chivinge appointed to drive inclusivity and diversity at Nottingham University Hospitals NHS Trust

Aquiline Chivinge was appointed in July to the role of Institute Clinical Lead for Shared Governance and Inclusive Leadership at Nottingham University Hospitals NHS Trust. Aquiline is focusing on sustaining shared governance as a model for leadership at all levels and leading on the clinical leadership agenda.

Aquiline has enjoyed an international career, initially training in Africa as a registered general nurse and midwife before moving to Scotland, to work and study. After obtaining her Occupational Health Diploma, she then moved to Australia to work and completed her Bachelor of Nursing degree. Aquiline then moved to Nottingham in 1997.

Throughout her career, Aquiline has achieved a lot of recognition and accolades, including the 2020 Chief Nursing Officer Silver Award and the 2019 70@70 National Institute for Health Research Fellowship Programme, focussing on engagement and participation in research.

Aquiline is working with partner organisations influencing inclusive leadership at all levels through different leadership programmes.

During the Covid pandemic David Ainsworth, a nurse and locality director for Nottingham and Nottinghamshire Integrated Care System, recognised the importance of local people having the latest information for their health and wellbeing from their local leaders.

"I copresented a daily radio broadcast on Mansfield FM (with Tony Delahunte, the station director) so we could give reassuring messages to listeners and give up to date public health information," says David.

"This proved extremely popular and local people started to write in; a 90-year old lady, who lived alone, wrote in saying she only tuned in for the daily briefing and it made her feel less isolated and alone given my reassuring and calming approach. Dorothy turned 90 during the pandemic and I recorded a special birthday message which the station played out to her as a special mention," says David.

"As the pandemic slowed down during wave one, we turned my daily briefing into a weekly evening hour show at drive time."
Comfort through the airwaves

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MIDWIVES, PATIENT FEEDBACK

Thanking midwives at Sherwood Forest Hospitals NHS Foundation

Watch patients and staff give thanks to midwives at Sherwood Forest Hospitals NHS Foundation Trust for the International Day of the Midwife on the 5 May.

NOTTINGHAMSHIRE HEALTHCARE NHS FOUNDATION TRUST BOOK OF BRILLIANCE

Nottinghamshire Healthcare NHS Foundation Trust have awarded a Book of Brilliance to celebrate and recognise the efforts of the Larwood and Bawtry District Nursing Team.
MIDWIFERY, COVID, SERVICE ADAPTATION, SUPPORTING PREGNANT MUMS

Setting up a midwife-led triage phone system during Covid

Digital Lead midwife Melanie Stubbs set up a dedicated Covid line for pregnant mums and families.
Melanie helped to set up a dedicated Covid line in Shrewsbury and Telford Hospital NHS Trust for maternity – a brand new telephone system running 24/7 – enabling midwives who were personally high risk for Covid, to continue to work in an advisory capacity.

This released extra capacity in the antenatal triage team as it provided dedicated support and advice to families who had concerns about Covid and pregnancy related issues.

The service has been so successful that all the staff want to keep this type of dedicated service moving forward.

Visiting restrictions during the Covid pandemic meant patients and their relatives were separated when they needed each other the most, but Shropshire Community Health NHS Trust tried to ease the pain by giving loved ones something to remember them by.

Knitted hearts were given in pairs - one to the patient and the other to the family as a special keepsake. The knitted hearts were given to patients in the Trust’s four community hospitals in Bishop’s Castle, Bridgnorth, Ludlow and Whitchurch.
School nurses helping students to show a clean pair of hands

School nurses have been showing school children how to prevent the spread of the Coronavirus by washing their hands properly. Shropshire Community Health NHS Trust teamed up with Telford and Wrekin Council to offer free lessons on handwashing for pupils across the borough.

Each session was tailored for different age groups, with a focus on the practical handwashing for younger pupils. Children were shown how to wash their hands thoroughly and encouraged to practice their technique with a special lotion that shows how germs can remain on hands. Children then put their hands under a special UV light, so they were able to see which parts of their hands they missed, even after using soap and water. After looking at their hands, pupils reviewed how to practice better hand washing, such as singing “Happy Birthday” twice while scrubbing, washing hands before eating and after going to the bathroom and not forgetting to wash fingernails by rubbing them against their palms.
EDUCATION TO CHILDREN AND YOUNG PEOPLE, SCHOOL NURSES, COVID

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WORKING ON AN ORTHOPAEDIC TRAUMA WARD THROUGHOUT COVID
In March, The Robert Jones and Agnes Hunt Orthopaedic Hospital NHS Foundation Trust took over responsibility for orthopaedic trauma work for Shropshire, Telford and Wrekin, and North Wales which helped to free up capacity in the acute hospitals managing an influx of Covid patients. Nursing staff and their colleagues were able to quickly care for trauma patients.

AVOIDING ADMISSIONS IN TELFORD AND WREKIN
Community partnerships in Telford and Wrekin are working closely on a number of successful admission avoidance initiatives. These community partners include Shropshire Community Health Trust, West Midlands Ambulance Service and Shrewsbury and Telford Hospital NHS Trust and Telford and Wrekin Council.

NHS SHROPSHIRE, TELFORD AND WREKIN CCG DELIVER SPECIALIST CORONAVIRUS ASSESSMENT VEHICLE
During the summer, NHS Shropshire, Telford and Wrekin CCG designed a specialist vehicle to deliver Coronavirus assessments for housebound patients or those who were unable to travel. The vehicle’s design enabled easy decontamination and contained two separate compartments to isolate clean, and used equipment.
Heartbeat in a bottle

Critical care nurse Hollie Minshall from University Hospitals of North Midlands NHS Trust, has introduced an innovative way for relatives to remember their loved ones.

‘Heartbeat in a bottle’ is a small test tube bottle which contains a rhythm strip of the patient's heartbeat and is given to the family as a special keepsake when they pass away. Hollie had the idea after witnessing the distress that families experience when losing a loved one, especially whilst separated from them due to Coronavirus visiting restrictions. Nurses from other critical care units are now getting in touch with Hollie to ask if they can repeat the initiative at their own Trusts.
Diabetes nurse goes above and beyond to understand patient experience

A specialist diabetes nurse from University Hospitals of North Midlands NHS Trust, is stepping into her patient’s shoes to go through the same level of self-monitoring that people with diabetes have to go through.

Mariana Biscoito, who does not have the condition, is carrying out finger-prick testing up to six times a day and ‘carbohydrate-counting’ for one week, as well as wearing a digital glucose monitor on her arm. Her aim is to better understand the people she cares for by sharing some of their typical experiences.
Chemo nurse learns sign language to help deaf patients

A chemotherapy nurse has taught herself sign language so she can better communicate with her deaf patients.

Dawn Bebbington, staff nurse on the Chemotherapy Unit at County Hospital in Stafford is about to complete Level One British Sign Language (BSL). Dawn’s motivation came from seeing deaf patients on the unit. She said: “About 18 months ago, we had a patient who was deaf and came in for treatment. At first, I was very nervous about him coming in, I was worried that I might say something wrong, or do something wrong when I was talking to him. He’d come in with his interpreter and sit down and start signing, and I thought, I wish I could do that. So I went home and thought to myself, that the problem is actually me, I need to be able to communicate with all patients.”

Speaking about learning to sign, Dawn said: “I love it. I want to learn more and more all the time. I’ve completed my BSL 101 exam, and was halfway through 102..."
Chemo nurse learns sign language to help deaf patients

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ROYAL STOKE UNIVERSITY HOSPITAL, UNIVERSITY HOSPITALS OF NORTH MIDLANDS NHS TRUST
Sharon Brissett, a nurse at Royal Stoke University Hospital had an opportunity to talk on Zoom with popstar Robbie Williams and his wife as part of a podcast. The recording was done as part of the hospital’s charity work and virtual advent calendar, centred on giving local people and the hospital staff a Christmas message. During the podcast, Sharon talks about what it was like for her and her team to work throughout the Covid pandemic.

ROB RATCLIFFE, CLINICAL LEAD, DISTRICT NURSE AND COMMUNITY PRACTICE EDUCATOR, MIDLANDS PARTNERSHIP NHS FOUNDATION TRUST TALKS ABOUT HIS ROUTE INTO NURSING
I started my NHS career as a healthcare support worker at University Hospitals of North Midlands NHS Trust after a family member was admitted to the hospital. I was then seconded to do my nurse training and once qualified, worked in A&E for three years. Twelve years ago I started in a community nursing role, where I have since completed my specialist practice qualification and my practice teacher module.

A SIGN OF APPRECIATION FROM THE WARD MANAGER AT NORTH STAFFORDSHIRE COMBINED HEALTHCARE NHS TRUST
See the thank you cards that the ward manager at North Staffordshire Combined Healthcare NHS Trust sent to the CAMHS inpatient unit.

STOKE-ON-TRENT CCG SHARE NEWS ON HOW THE SCHOOL AGE IMMUNISATION TEAM
This team made up of nursing professionals, have set up and delivered mobile drive-through immunisation stations to vaccinate children who missed their immunisations during school closures.

Read more here.
Rankin portraits of NHS Midlands’ staff

During the summer this year, renowned photographer Rankin captured portraits of 12 individuals from across the NHS who played a key role in the NHS Covid response.

Two of our nursing and midwifery colleagues from the region were captured as part of the campaign. District nurse Anne Roberts from Midlands Partnership NHS Foundation Trust and Claudia Anghel, midwife, University Hospitals Coventry and Warwickshire.

Anne Roberts, district nurse, Midlands Partnership NHS Foundation Trust. Image courtesy of Rankin.
British photographer, director and cultural provocateur, Rankin, said: “As the coronavirus pandemic began to unfold, I was moved by the incredible efforts of people across the NHS and I wanted to document who they are and their role in fighting this disease. Taking a portrait is a unique and intimate experience, even with social distancing in place. Everyone had their own inspiring story which to them was just doing their job. I hope these images portray the resilience and courage they show every day in the face of real adversity.”
We are immensely proud of the phenomenal contribution made every day by our Black, Asian and Minority Ethnic (BAME) nurses and midwives throughout the Midlands.

Nurses and midwives form the largest collective professional group within the NHS. One in every five are from BAME backgrounds, rising to much higher levels (up to 40 per cent) in some regions and parts of the country. Yet, very often, the opportunities and experiences that BAME nurses and midwives (and BAME staff in general) receive do not always correspond to the values upon which the NHS proudly stands. We know the NHS Workforce Race Equality Standard (WRES) indicators have fully evidenced the historical inequalities for BAME nurses and midwives in their opportunities for career progression and their experiences within the workplace. As NHS employees we all have a responsibility to challenge this.

Miriam Coffie
Head of Nursing Professional Standards, NHS England and NHS Improvement - Midlands
Addressing the impact of Covid on BAME staff in the NHS

NHS England and NHS Improvement: It is increasingly clear that Covid is having a disproportionate impact on Black, Asian and Minority Ethnic (BAME) patients, friends and colleagues. And this in turn has brought into stark and urgent focus the layered impacts of years of disadvantage and inequality.

In response the NHS is taking six actions:

**Protection of staff**
The NHS Employers guidance and framework for NHS organisations helps to mitigate staff risk of Covid, including taking ethnicity and age into account

**Engagement with staff and staff networks**
These will enable decision makers to hear and learn from people’s lived experience as well as BAME, faith and other staff networks and groups

**Representation in decision-making**
This will ensure BAME colleagues have influence over decisions that will affect them

**Rehabilitation and recovery**
Wellbeing support includes a bespoke offer for BAME colleagues

**Supporting our people**
There are a number of helplines and guides to help all staff manage their own health and wellbeing

**Communications and media**
The NHS at national, regional and local level is working hard to make sure staff diversity is represented in all things we do

Read more about how we’re taking these six actions forward in the Midlands on page 66.
Supporting and enabling long term change during 2020 and beyond in the Midlands

NHS England and NHS Improvement are working to address racial equality through six key areas.

In the Midlands we have engaged with our BAME nurses and midwives through several collaborative listening events. During these events, nurses and midwives raised concerns regarding their health, wellbeing, protection and safety. BAME nurses and midwives want to see themselves reflected in all leadership levels, want the opportunity to be sat at the table where strategic decisions are made and need to feel safe to speak out when they have concerns about their safety and that of our patients. The themes from these events have influenced national policy, contributed to the national priorities for BAME nurses and midwives and will shape our regional approach.

In December 2020, the Midlands region established a Chief Nursing Officer BAME Delivery Group, with representation from key stakeholders including all Midlands systems and is chaired by Jennifer Pearson, Lead Nurse for Shared Governance at University Hospitals Birmingham NHS Trust and the Regional lead for the National CNO BAME Strategic Advisory Group. The group were instrumental in the listening events for staff mentioned above. Our delivery group will act as an expert group of nursing and midwifery stakeholders and will work to develop and deliver regional actions in response to the national CNO BAME Action Plan heavily informed by the CNO BAME SAG, the NHS Long Term Plan and the NHS People Plan. Our regional action plan focuses on staff protection, engagement with staff and staff networks, representation in decision-making (including leadership development), rehabilitation and recovery, and communications and media.

A message from Jennifer Pearson, chair of the CNO BAME Regional Delivery Group compared to those experiences BAME staff and patients are having and ask themselves why. We want leaders to amplify those unheard voices and work with this group to make tangible differences, and take action. It’s the right thing to do, it’s what staff need to see and hear now. It’s what patients deserve in order to close the health inequality gaps.

“I am really honoured and delighted to be asked to chair the CNO BAME regional delivery group. We want NHS staff to feel a high level of support, a sense of belonging, to be treated with fairness and make sure their contributions are valued. This group will ask different questions, uncomfortable questions, and will support and encourage leaders across all the systems to be more curious and open to thinking differently about the experience they are having, 66
RECOGNISING THE CONTRIBUTION OF BAME NURSES AND MIDWIVES

Supporting and enabling long term change during 2020 and beyond in the Midlands

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BAME nurses and midwives want to see themselves reflected in all leadership levels, want the opportunity to be sat at the table where strategic decisions are made and need to feel safe to speak out when they have concerns about their safety and that of our patients. The themes from these events have influenced national policy, contributed to the national priorities for BAME nurses and midwives and will shape our regional approach.

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A message from Jennifer Pearson, chair of the CNO BAME Regional Delivery Group

“I am really honoured and delighted to be asked to chair the CNO BAME regional delivery group.

We want NHS staff to feel a high level of support, a sense of belonging, to be treated with fairness and make sure their contributions are valued. This group will ask different questions, uncomfortable questions, and will support and encourage leaders across all the systems to be more curious and open to thinking differently about the experience they are having, compared to those experiences BAME staff and patients are having and ask themselves why. We want leaders to amplify those unheard voices and work with this group to make tangible differences, and take action. It’s the right thing to do, it’s what staff need to see and hear now. It’s what patients deserve in order to close the health inequality gaps.

The moment is now!”
The importance of health and wellbeing of all nurses and midwives

To further support all nurses and midwives, the regional nursing team have co-produced a health and wellbeing toolkit with regional BAME experts and colleagues from the NHS England and NHS Improvement National Perceptions of Nursing team.

The toolkit features links to a large range of free health and wellbeing resources including websites, apps, podcasts and physical support groups. We have incorporated a wide range of local resources and links to organisations offering support. Please share this resource and encourage your colleagues to use it to support themselves and others.

Thank you for the incredible contribution and difference you make in our region.

Tom Warner
Nurse Equalities Manager, NHS England and NHS Improvement - Midlands

View the health and wellbeing toolkit here
Caring for yourself while you care for others: A toolkit for nursing ambassadors to look after their own health

This toolkit was designed especially for ambassadors by the health charity C3 Collaborating for Health. Through its NURSING YOU programme, C3 has spoken with over 450 nurses who have made it clear: it’s hard to look after ourselves when we’re so focused on caring for our patients. With the arrival of the COVID-19 pandemic, prioritising our own health seems even more out of reach, yet remains vital.

COVID-19 has also amplified the profound inequalities that our black, Asian and minority ethnic (BAME) colleagues and patients face daily. The physical and psychological toll that racism and discrimination exert on a person’s health and wellbeing cannot be overstated. Racism is absolutely not tolerated in the NHS. As nurses and ambassadors we have a duty to actively stand against racism, which starts with each one of us and also must include systemic changes. NHS England and NHS Improvement are working to address racism through these key areas.

Thanks to feedback about the toolkit from our ambassadors, and an extensive review led by our ambassador colleagues in the Midlands region, we have incorporated a wider range of relevant apps, websites, and podcasts that recognise the cultural differences and preferences within health and wellbeing. Resources for additional health topics have also been included, such as for menstruation. Through this toolkit we hope you find a resource that will help you put your needs first, and that you can go on to share with your patients and communities.

Remember, there are also multiple support offers available at national level, and more in development. You may want to keep an eye on The NHS People website and also the NHS Horizons hosted health and wellbeing webinars including the #Caring4NHSPeople Online Community.

You can follow both on social media @people_nhs | @HorizonsNHS and using the hashtags #Caring4NHSPeople | #OurNHSPeople

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Paul Vaughan
HEAD OF PERCEPTIONS AND GENERAL PRACTICE NURSING

Elizabeth Carter
TRANSFORMATION LEAD, PERCEPTIONS

Jason Westwood
SENIOR PROJECT MANAGER, PERCEPTIONS AND GENERAL PRACTICE NURSING

Allison Meaney
ADMINISTRATOR

#yearofthenurseandmidwife
Memorial garden for the Year of the Nurse and Midwife

This poem was written by Lucy Johnson, Health Education England Fellowship Midwife, Betterbirths Clinical Lead Midwife, Walsall Healthcare NHS Trust, to remember all those friends and colleagues who we have lost to Covid.

Now take a pause from reviewing this book
Reflect, sit quietly and take a look
At the virtual garden to remember those lives lost
Who continued to do ‘their duty’ no matter what the cost.

Dwell on the memorial garden pages
For our friends and colleagues of all professions, race and ages
For those, this year chose not to discriminate
Taking from us those of present; to become those of ‘late’.

‘It was not their time’, ‘this is not fair’
Let us take a moment to show we care
To families and friends left behind
We are united and by their side.

A garden of tranquillity where our nurses and midwives are the flowers
A place to reflect and dwell upon the many service hours
These colleagues have spent caring for the people they serve
A place for reflection is the least they deserve.
The roses representing gratitude for all that they have done
Appreciation and admiration for the work they had begun
Sweet william flowers represent gallantry and to be brave
Courageous during this battle whilst others lives they save.

Poppies represent remembrance of a war memorial this is true
A war where dedicated colleagues continued to walk with you
Fighting for us right until the very end
A nurse, a midwife - the dearest of friend.

And the testament of the forget-me-not flower
A promise that we will never forget is well within our power
These great people never to be forgotten, how true
Their memories living on; in me and in you.

The lily with their upward facing bloom, standing tall
Stargazing ambience, sending a poignant ‘we miss you’ message to them all
There underlying symbolism as vessels of true feelings and emotion
Resembling a loss of pure commitment and devotion.

You may remember those lost when you see a butterfly
Floating gracefully in the air; in memory they will never die.
For whilst we hold them in our hearts, it never really is goodbye.

Now you have took a pause from reviewing this book,
Reflected, sat quietly and taken a look
At the virtual garden to remember those lives lost
We will continue to remember ‘their duty’ no matter what the cost.
Thank you to all of our nurses, midwives, nursing support staff and social care staff for your hard work over the past year and for your contributions which made it possible to produce this celebratory e-book.

With thanks to the editorial team from NHS England and NHS Improvement - Midlands
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Yvonne Gough
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To view a fully accessible web-based version of this e-book, visit: www.england.nhs.uk/midlands/yonm-ebook