



Strategy 2009-2014



Family Nursing & Home Care (Jersey) Inc

**Enabling life long wellbeing and care
in the community**

May 2009

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Acting Chief Executive Officer's Summary

As the largest Third Sector provider in Jersey, Family Nursing and Home Care is a charitable body comprised of subscribing members. The Association celebrated its Centenary in 2007.

The Association's uniqueness lies in Health and Social Care being delivered by an independent provider. The main aims, as set out in its Constitution, are "to provide skilled nursing to the sick in their homes, advice and assistance on health matters, and to provide other caring services".

The Strategy has been drawn up from the results of a series of Strategic Workshops with the Committee, Chief Executive Officer, Senior Management Team, and staff representatives . It also incorporates key external documents, eg Health and Social Service's New Directions; existing and forthcoming legislation (Appendix 2); the economic impact of Jersey's ageing population; and other key processes. This Strategy is a working document as external forces will have an impact on the delivery of the key aims, and it has been written in such a manner to allow for flexibility.

It is important that Family Nursing and Home Care can demonstrate aspects of its many talents, resourcefulness and professionalism, so that we can embrace change to meet future demands and challenges. This will allow innovation and opportunities to work differently and drive continuous improvement. The prime focus being promotion of better health delivery and flexible health and social care.

The Strategy covers the three primary principles of Primary Health which are Family Health Improvements, Chronic Disease Management and Long-term Care Provision in the Community.



Pam Massey
Acting CEO
December 2008

The roles and responsibilities of the Committee, CEO, Senior Management Team, are given in Appendix 1

Introduction

This Strategy document has been developed for the customers and supporters of the Association’s services; Family Nursing and Home Care workforce; key stakeholders within Health and Social Services and other charity organisations.

The Association is a charitable body comprised of subscribing members. It receives a grant from the States of Jersey for outsourced services. Its income is then supplemented by subscriptions, various service charges, donations, legacies and other grants.

Jersey is an ageing society. The fastest growing sector in the population are those who are aged 85 yrs and over. There is a drive for adding quality life to whatever years are remaining for individuals who wish to remain in their own homes.

This Strategy will also help to encourage health for life and to develop new ways of working within primary care.

New Directions of Key Areas of Development

HEALTH FOR LIFE	INTERGATED PRIMARY HEALTH CARE	LONG TERM CARE PROVISION (in the community)
Family Health Improvement	Chronic Disease Management	Adding quality of Life to Years

Overarching Themes

The Family Nursing and Home Care strategy for 2009-2014 has 6 overarching themes as follows:

- *Financial Sustainability*
- *Premises*
- *Governance and Performance*
- *Human Resources*
- *Service Delivery and New Ways of Working*
- *Communication.*



Taking the overarching themes and the core business into consideration, the Strategy will be implemented by the Association’s Senior Management Team.

The Vision for the Future is:

“Enabling life long well-being and care in the community”

The Aim – what we want to achieve

To be the best at providing services for Family Health Improvements, Chronic Disease Management and Long-term Care Provision in the Community that are cost effective, evidence based and within a robust governance framework.



Family Nursing and Home Care’s Core Business is to:

- provide skilled nursing to the sick in the community
- give advice and assistance on matters relating to the health and well-being of people of all ages in Jersey
- enable people to maintain independence that meets their needs
- provide preventative care from birth to old age, to ensure a healthy population
- provide social care to an ageing population.

To support the core business objectives Family Nursing and Home Care needs to:

- ensure adequate long-term funding and resources
- work jointly with key stake holders and other voluntary organisations
- be able to measure outcomes and compliance
- provide appropriately qualified and trained staff.

Key Aims

Following a needs assessment and gap analysis, the following priorities have been identified as key to driving the Family Nursing and Home Care strategic development forward for the next five years 2009-2014 and are as follows:

Key Aim 1

To deliver clinical services which will meet the demands of the community within Jersey. Family Nursing and Home Care will support people from birth to death by planning and implementing care aimed at;

- Family Health Improvements
- Chronic Disease Management
- Long-term Care Provision in the Community
- Developing a seamless 'pathway' to care that is multi-professional and locally based.



Key Aim 2

Develop strong communication and marketing strategies to promote joint working and the charitable status of the Association to support income streams and the engagement of key stakeholders and multi-agencies.

Key Aim 3

Develop and maintain a framework through which Family Nursing and Home Care can ensure that the best quality of service is provided, to include benchmarking and patient and public involvement. This will help demonstrate compliance with clients, legal and professional requirements, and which will stand scrutiny in any environment.



Key Aim 4

Develop the human resources function to ensure that the Association deals effectively with everything concerning employment and the development of people, planning a workforce that meets the needs of the Association.

Key Aim 5

Provide pro-active education and development for the entire workforce so they are fit for purpose both today and in the future.

Key Aim 6

Maximise income streams to adequately meet the operating needs of the Association and the safeguarding of its assets. And to continually strive to improve operational efficiency and to evidence the same.

Key Aim 7

Ensure that the Association's premises are fit for purpose and meet both short and long term needs.

Implementation

To achieve the key aims of this strategy, the Association's structure will be reviewed. Enabling both the clinical and support services to reflect on their function and develop action plans which will incorporate;

best practice

activity/statistical data collection

governance

key stakeholder involvement

patient and public involvement

funding/costs

staff engagement

risk assessment

education and training

human resources/physical resources.



Monitoring and Evaluation

The Senior Management Team will drive forward action plans and will be kept informed of the progress being made and this will include priority areas and cost implications. Any joint initiatives will agree a monitoring and funding process in order to proceed through usual organisational processes.

Progress in relation to this strategy will be given to the CEO at one-to-one meetings by Senior Managers. Detailed six monthly/annual reports will be submitted to the Committee so that progress can be measured against strategic aims.

Appendix 1 Roles and Responsibilities

The Committee

The Committee is responsible and ultimately accountable for agreeing strategic direction and ensuring that all service provision, both clinical and non clinical, is delivered to required legal and professional standards. They will do this by ensuring that they obtain appropriate and sufficient information from the CEO and Senior Management team. It is the Committee's responsibility to monitor the progress of the Association in meeting the aims of this strategy and report progress to the Association members.

The Chief Executive Officer

The CEO is responsible and accountable to the Committee. The CEO is also responsible for ensuring that the strategic direction of the Association is progressed and all service delivery is of a high standard with measurable outcomes.

Senior Management Team

Accountable to the CEO, the Senior Management Team are responsible for ensuring that quality services are delivered by incorporating audit, training and the monitoring of practice. The Senior Management team are the interface between strategic directives and achieving strategic aims.

Operational Managers

Operational Managers are responsible for the day-to-day management of service areas and overseeing the delivery of the strategic objectives. Accountable to their Senior Managers, they are responsible for assisting in the implementation of strategic and improvement initiatives, disseminating information and supporting staff and senior managers in any changes brought about as a result of this strategy.

Team Leaders/Supervisors

Team leaders and/or supervisors are responsible for leading a group of people with a defined area and are also responsible for the direct implementation of the strategy on a day-to-day basis.

Staff

All staff are responsible for the day-to-day maintenance and delivery of clinical and support services and participation in initiatives and service changes necessary for meeting the aims of this strategy.

Appendix 2 Supporting Legislation and Documentation

This strategy has been developed taking into account the following:

Family Nursing and Home Care Business Plan 2008;

Health and Social Services Business Plan 2008;

New Directions June 2007;

Imagine Jersey 2035 Preparing for the future;

Social Policy Strategy Jersey 2007;

NHS National Service Frameworks;

National Institute for Clinical Excellence

Every Child Matters / Williamson Report;

Facing the Future;

Our Island Our Health 2008

The Jersey Children's law

The Health and Safety (Jersey) Law 1998

Data Protection

Human Rights

and other future legislation;

The Diversity Law

Freedom of Information