



Government of Western Australia
North Metropolitan Health Service
Sir Charles Gairdner Osborne Park Health Care Group

Nursing Philosophy

2025-2029

Caring is our business



scgh.health.wa.gov.au
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Acknowledgement of Country

The North Metropolitan Health Service (NMHS) acknowledges the Whadjuk people of the Noongar nation as the Traditional Owners and Custodians of the land on which we work and pays respect to their Elders past and present. NMHS acknowledges that the majority of its business is conducted on Whadjuk Noongar Boodjar and a number of services are conducted statewide. NMHS recognises, respects and values Aboriginal cultures as we walk a new path together.





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Message from Annie Thompson

Area Director of Nursing & Midwifery, North Metropolitan Health Service (NMHS)

As nurses working across Sir Charles Gairdner and Osborne Park Hospitals, we reflect on those nurses who came before us, shaping our understanding of professional practice and excellent care. They inspired us and challenged us to be forever curious as we seek to provide individualised, safe, connected and effective patient care.

Our Nursing Philosophy, Caring is our business, will guide us as we navigate an increasingly complex healthcare environment, keeping us focused on what is important to us as nurses - our people, our patients, our profession and our partnerships.

Despite being a new Nursing Philosophy, I must acknowledge that it builds upon a rich nursing legacy that has safely and intentionally brought us to where we are today. We are recognised locally and internationally for our nursing innovations and our professional practice model, creating pathways to grow and shape our profession from novice to expert. We are also acknowledged for growing strong nurse leaders; for the delivery of individualised, safe, connected and effective patient care; and as a significant voice for nurse-led research.

Caring is our business articulates the values and priorities that the Nursing Executive Committee (NEC) and Nursing Executive Leadership Team (NELT) believe will guide us all to lead and shape excellence in the next chapter of our nursing story.





> Nursing Philosophy – Caring is our business

Why this philosophy?

Guided by our values and beliefs, this philosophy focuses our understanding and efforts as well as articulates what we (*nursing*) are striving for with our practice at SCGOPHCG.

The COVID-19 pandemic was a great disrupter. The challenges we faced and navigated through showed our tenacity, resilience, expertise, and capability, but it took a lot of effort and left many of us operating in survival mode and feeling isolated. Our future thinking and planning took second place to turning up and doing our best.

As we emerged from the pandemic, we felt it was the ideal time for the NEC to reconsider and reflect on our collective nursing “why”. This enabled us to determine our priorities and gave us time to refocus on what is important to us as nurses today and into the future.

The NEC team crafted the framework for this philosophy and settled on Caring is our business as our “why”, underpinned by four pillars - People, Patients, Profession and Partnership. This was then handed to NELT to bring to life, collaborating with nurses from all services to inform, enrich and shape the philosophy presented to you.

Pillars

Our points of influence will enable and guide our nurses to lead and shape excellence:

PEOPLE – Our people are our most valued asset. Together we will develop strategies that support the retention and growth of a nursing workforce able to practice within an inclusive and respectful work environment that rewards and recognises values-led interactions.

PATIENTS – Nursing will be recognised for leading and delivering compassionate individual, safe and effective care to our patients, through connected processes, services and emerging technology designed to meet our patients’ needs.

PROFESSION – We will empower and encourage our nurses to be curious, collaborative and capable. We will support each other to navigate our professional journeys through access to many different development opportunities, from training and education to coaching and mentorship, to attain experiences for professional growth.

PARTNERSHIP – Our partnerships enable us to learn through the lived experience of our consumers, carers and families. We work together to design, deliver and evaluate all aspects of nursing care, so that the care we deliver for our patients is informed and evidence-based.



> Implementation



Our Nursing Philosophy 2025-2029 will include actions, time frames and measures of success so we can monitor and evaluate our progress. Quarterly updates will be provided through NEC and NELT and shared across all areas of the organisation. Annual reviews will ensure we remain curious and on track.



> Our pillars

PEOPLE



**We support
our people
as our most
valued asset**

Foundation

We will:

- Prioritise the wellbeing of individuals, ensuring a safe, supportive and inclusive workplace
- Ensure a nursing profile for safety, recognising workloads, skill mix and implementation of nurse-to-patient ratios
- Embrace diversity and recognise the benefits of a workforce that reflects a variety of backgrounds, cultures, and identities and use this to inform recruitment.

We will continue to:

- Build a unified workforce that embraces empathy, respect and cultural diversity
- Advance a value-led, inclusive, work-ready nursing workforce
- Empower nurse leaders to shape their careers and aspirations and share this with others
- Recognise and celebrate the cultural diversity of our nurses and celebrate significant events
- Build upon providing psychological safety and financial security for our nurses.

Measures of success

These include the:

- Development and implementation of wellbeing strategy for nursing
- Increased access to flexible work practices
- Improved retention rates for nursing
- Implementation of strategies to grow our Aboriginal workforce

- Nurse finalists in North Metropolitan Health Service (NMHS) and Statewide awards and celebrations
- An updated Nurses Station Hub page to improve communication and accessibility to information
- Established intentional Care, Atmosphere, Respectful Relationships, Excellence and Safety (CARES) rounding, with a focus on our staff.

Enablers



- WA Health Workforce Strategy 2034
- North Metropolitan Health Service Strategic Plan: Unleashing our Potential 2024 to 2027.
- NMHS Nursing and Midwifery Flexible Rostering Project
- Wellbeing @ NMHS
- SCGOPHCG end of shift checklists
- The Employee Assistance Program (EAP)
- NMHS Psychological wellbeing resources for staff and managers
- NMHS Wellbeing Strategy
- NMHS Nursing & Midwifery Workforce Strategy

> Our pillars

PATIENTS



We provide
excellent
care to our
patients

Foundation

We will:

- Engage with and listen to patients so they are involved and contribute to their care
- Provide safe, quality evidence-based care for all consumers of health
- Strengthen and support our nurses to lead safety and quality initiatives
- Use data and quality systems to identify risk and support safety and quality for the benefit of our patients.

Building momentum

We will continue to:

- Build a culture of self-accountability and continuous improvement for our patients
- Consistently seek feedback and learn from our consumers to improve their experience
- Foster a culture where safety and quality data drives patient centred care
- Strengthen our approach to enable nurses to lead innovation and excellence that is reflected in our patient outcomes
- Embed empathy, compassion, and cultural competence in all we do.

Measures of success

These include:

- Established intentional Care, Atmosphere, Respectful Relationships, Excellence and Safety (CARES) rounding, with a focus on our patients, with results captured and reported through to services



- Increase in patient compliments for the high-quality care provided
- Improved patient experience through continuous quality improvement.

Enablers

- North Metropolitan Health Service Strategic Plan: Unleashing our Potential 2024 to 2027.
- The NMHS Partnership Model
- NMHS Safety and Quality Plan (in development)
- Modelling Risks and Outcome Calculations (MROC) Project
- National Safety and Quality Health Service Standards (NSQHSS)

> Our pillars

PROFESSION



**We empower
the nursing
profession**

Foundation

We will:

- Embed our new nursing leadership structure, Nursing Executive Committee (NEC) & Nursing Executive Leadership team (NELT)
- Promote our professional standards
- Refine our Models of Care to recognise all capabilities from assistant in nursing to senior registered nurses
- Commit to lifelong learning and development by prioritising our Professional Practice Model and Capability Framework
- Establish a nursing culture that values research
- Develop a nursing digital framework
- Review and relaunch our capability matrix with career pathways integrated
- Determine how we will support and grow our Nurse Research Pathway to enable translation of research to practice.

Building momentum

We will continue to:

- Ensure we are recognised as an organisation that empowers nurses to succeed and advance the nursing profession
- Advance a culture that promotes professional values through nursing research, evidence-based practice, partnerships and collaborations
- Expand the connection between research and practice
- Ensure our nursing leaders and university partners work together to influence research agendas aligned to our priorities

- Inspire others, promote professionalism and drive positive change
- Strengthen our approach in embracing emerging technology to provide individual, safe, connected and effective care
- Embed protected time for nurses to undertake research.

Measures of success

These include:

- Demonstrated growth in nurse:
 - Publications
 - PhD candidates
 - Post graduate qualifications
- Providing protected time to develop and strengthen research skills
- Expanding our clinical resource nurse capacity and capability
- An established reputation as an organisation that values nurse leaders and supports them to thrive.
- The retention of AIN and EN progressing career pathways in nursing

Enablers

- Nursing Professional Practice Model
- Succession Planning Framework
 - Career support & development (CSD) discussion
 - Capability matrix for nursing
 - Leadership development pathway for nurses
 - Coach and mentor training and support roles (in development)
- SCGOPHCG Research Strategy 2024 - 2034

> Our pillars

PARTNERSHIP



We work in
partnership
with our
community

Foundation

We will:

- Actively seek feedback from consumers about what we did well and where we need to improve
- Partner with consumers to inform how care is delivered and how we work together
- Strengthen collaboration and mutual respect between healthcare professionals
- Focus on partnership models in the provision of safe, quality care.

Building momentum

We will continue to:

- Work towards strong partnerships and leverage the expertise of healthcare professionals, patients, families, education providers and community members
- Focus on interdisciplinary rounds to strengthen partnerships and enhance collaboration
- Emphasise that our consumers are integral to our health system design and inform how and where their care needs are met
- Embrace inclusivity to strengthen our community partnerships.

Measures of success

These include:

- Participation in external forums where ideas and innovation are shared, such as hackathon



- Involving consumers and carers in planning and decision making
- Growing relationships with our volunteers
- Engaging with our future workforce through internal and external forums and events that promote SCGOPHCG as an employer of choice.

Enablers

- The Centre for Nursing Research has established partnerships with universities to advance nursing research.
- Mature age workforce program of research
- NMHS Partnership Model, a guide for NMHS and consumers, carers and community to work together.
- NMHS Workforce Diversity and Inclusion Strategy 2022 - 2025



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This document can be made available in alternative formats on request.

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Locked Bag 2012, Nedlands WA 6009

(08) 6457 3333

nmhs.health.wa.gov.au

