Independent Health and Social Care Sector
Transformational Plan

Our vision for change

The RCN will understand and engage with the independent health and social care sector (IH&SCS) better so we can more effectively represent and support our members. Their value and contribution will be recognised and amplified through the RCN as the voice of nursing, and through fair and equal representation and active participation from branch to Council.

Through better knowledge, understanding and representation our improved tailored membership offer will be explained with clarity and in language familiar to members in the IH&SCS. RCN services should be of the same standard for all our members.

Our strategic outcomes

- Integrated experience.
- Empowerment, engagement, membership growth.
- RCN recognised as credible and authoritative.
- Inclusive member service model.

Our strategic objectives and principles

Objectives	Benefits (medium term)	Outcomes (long term)
• Deliver integrated services to members. • Establish a business model of working with employers across the IH&SCS.	• Increased recruitment and retention of members. • Credible influential voice of nursing. • Improved member pay, terms and working conditions. • Improved customer/member experience. • Protect and increase revenue. • Address culture of silo working.	• Integrated experience.
• Increase engagement of members from across the sector. • Grow the number of members in the sector.		• Empowerment, engagement, membership growth.
• Increase RCN brand recognition across the sector.		• RCN recognised as credible and authoritative.
• Establish new ways of working to ensure that activity reflects the IH&SCS and the NHS.		• Inclusive member service model.

How will we change?

- We will deliver organisational transformation that will engage and address the needs of nursing in the sector.
- We will develop our culture and leadership behaviour that will nurture and empower our people to recognise and respond to the issues and concerns of members across all sectors.
- We will create an environment that makes us more accessible and attracts new members: a value is placed on the need for greater understanding, knowledge and expertise of the IH&SCS amongst staff and governance structures.

Transformative actions		Responsibility for delivery
Quick wins (within six months)		
Member app	Define the requirements, build the solution, test the app and then release.	Director of Digital and Transformational Change/ IH&SCS Executive Lead
RCN UK election guidance	Review, refine, to address current imbalance, engage, and implement.	Council Governance Committee
Improved management information (IH&SCS)	Define data sets, test, collect and capture data, disseminate and review.	Director of Marketing, Business Director, IH&SCS Executive Lead
Care Home Network (Facebook)	Ongoing development, status and impact.	Director of Nursing Policy and Practice/ Director of Communications
Checklist	Implement and embed in new ways of working.	IH&SCS Executive Lead
Refresh and relaunch pay terms and condition negotiations guidance	Review, update and communicate.	Pay Executive Lead

Longer-term actions - This phase is about establishing new ways of working, exploring potential opportunities and developing a high-performance culture.		
Improve data	• Commission research that will help the RCN understand the fragmented landscape and needs and wants of nursing staff in the IH&SCS. • Through commissioned work, analyse and map out the sub sectors of the IH&SCS organisations to inform all RCN strategies.	• IHSCS Executive Lead/ Director of Nursing Policy and Practice • Pay Executive Lead
Recognition agreements	• Review the current RCN policy on recognition agreements considering the commissioned market research and the service model commission.	• Director of Nursing Policy and Practice
New member role	• Explore the introduction of a new member role that doesn't require full accreditation, raises the profile of the RCN in the workplace and is fundamental to the proposed work on developing an RCN organising model.	• IH&SCS Executive Lead/ Director of Nursing Policy and Practice/Pay Executive Lead
Service model	• Commission and deliver a service model transformative programme of work across all employment relations teams, locally and nationally to achieve an inclusive member service model.	• Director of England • IH&SCS Executive Lead
Pay, terms and conditions	• Analyse the sub-sectors of the IH&SCS, to inform the development of actions to address pay terms and conditions for members in the IH&SCS.	• Pay Executive Lead
Communications	• Work with members to develop communication plans; building on research that identifies the issues and concerns of our members.	• Director of Communications
Business to business	• Develop an RCN plan to showcase the RCN offer, including the commercial offer to owners/ leaders in the IH&SCS.	• Director of Marketing/ IH&SCS Executive Lead/ Director of RCNI

Nursing in social care	• Develop an RCN plan to be an influencing voice in addressing the challenges for members working in social care.	• IH&SCS Executive Lead/ Director of Nursing Policy and Practice
	• RCN policy and public affairs functions in in each UK country will map current and potential stakeholders with a role in influencing care sector policy, to identify opportunities for new and strengthened partnership and coalition activity to influence policy.	• Director of Nursing Policy and Practice • Associate Director of Policy and Public Affairs

Proposed key performance indicators (KPIs) – aligned to strategic actions		
	KPI	**Measure**
1	• To demonstrate an increase in members from the IH&SCS on elected Governance structures including Council, committees, board and branches.	• Achieve a 12% overall increase in members from the IH&SCS on Council, committees and boards to grow to 17 members, by Autumn 2022. This would be measured by 6 monthly reporting to Council. • As of September 2020, collective membership on Council, committees and boards is 15 members. • By Autumn 2022 one third of branch committees should include members from the IH&SCS. • As of September 2020, a quarter of branch committees include members from the IH&SCS.
2	• To demonstrate evidence that the issues and concerns of IH&SCS members are evident in the outputs of Council, committees, boards, branches, delegated Council groups and relevant professional forums.	• By Autumn 2021, evidence that independent sector issues and concerns have been considered and taken forward, when applicable by the Governance structures.

3	• Demonstrate growth in independent sector members accessing RCN's online services (this would include, professional resources, library services, webchat/ advice services, etc). • Demonstrate a growth in IH&SCS nursing staff attending RCN events	• Use of RCN online services by members in the independent sector will show a 5% increase by Autumn 2021 and 20%, increase by Autumn 2022. • Attendance at RCN events will show a 5% increase by Autumn 2021 and 20% increase by Autumn 2022.
4	• All areas will demonstrate an ongoing use of the independent sector checklist.	• All new strategies, policies and products across all departments can evidence compliance against the independent sector checklist. • All existing strategies, policies and products across all departments can evidence compliance against the independent sector checklist by December 2021.
5	Communications: • Demonstrate an increase in coverage of the independent sector in member news and magazines. • Demonstrate an increase in media statements referencing the independent sector and responding to issues of importance to members in this workforce.	• Coverage of this sector in media/magazines/news statements will grow incrementally to reach 20% saturation point by December 2022.
6	Marketing • Demonstrate IH&SCS membership growth.	• Demonstrate 12% growth in IH&SCS, NSW membership by June 2021 and 16% growth by December 2021. • Demonstrate 2.5% growth in IH&SCS, registered nurse membership by June 2021 and 2.5% growth by December 2021.