

Management

***An essential element of
professionalism***

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The context

- pre Salmon – Matron led, managed and ruled ...
- post Salmon – Asst Mats; numbers, various
- post Griffiths – nursing took the ‘moral high ground’ and lost out in management stakes
- Beyond internal market ... on the Board

In 2011 and beyond ...

- Are we prepared for robust management requirements?
- What should we be doing to prepare?
- How is the profession supporting us?
 - *Recent events/reports (eg The Francis Report) suggests that effective management is a crucial part of the role of the nurse*

Why and How?

Why

- To ensure care is managed and delivered safely via both operational and strategic approaches;
- To ensure nursing is represented within the overall health and social care agenda;
- To ensure that representation is robust

Why and How

How

... by seeing the bigger picture – shift in focus from the individual to the population;

... ensure you are ‘fit for purpose’ as a manager;

management is a discrete discipline, with its own body of knowledge and behaviours ...

Behaviours of Management

- **Eleven Behaviours** emerged following an extensive mapping exercise in 2009 ..
- Recently reviewed again and mapped against the Leadership Framework, CQC requirements for 'the manager' and KSF ..
- *Transferable across any context*

The Eleven Behaviours ..

- *Contextual leadership*
- *Managing the political and stakeholder environment – working collaboratively*
- *Delivering outputs*
- *Managing risk*
- *Managing resources effectively – sustainability*
- *Building winning teams*
- *Communication and relationship management*
- *Improvement and innovation*
- *Integrating equalities and diversity*
- *Reflection*
- *Governance*

Reflect and learn ...

- Reflect on your behaviours ...
- Learn ‘the tricks of the management trade’
- Learn and use the language of management
- Use language to influence – and be aware of its impact
- **All these factors will enhance *confidence***

Managers should

- ***Influence widely***

- Get involved with procurement and other things beyond ‘specific clinical things’
- Accept the reality of finite resources and input from a nursing perspective
- Use innovation as a means of growth and development for the service and for staff ...
- Come up with answers – and be flexible!!

Managing in a complex clinical environment (1)

- Be clear about outcomes
- Be clear about what is non negotiable
- Be clear about what is negotiable and take the lead with confidence
- Remember management has grey areas – you may not have certainty
- Be realistic – any ‘short cuts’ you make are safer than those that may be imposed upon you

Managing in a complex clinical environment (2)

- Lead, and work at partnerships
- Understand the relationship between activities and possible knock on effects
- Listen – others have good ideas
- Reflect, reflect, reflect, and be prepared to admit you have made a mistake
- Pay attention to ‘hygiene factors’ – little things can mean a lot!

IHM – a professional body for managers ..

- For more information about the Institute of Healthcare Management, and the Accredited Manager programme, please see IHM website www.ihm.org.uk or

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