

Management Techniques for Clinical Nurses

Jane Brookes
Ward Sister

About me

- Trained at Barts
- Qualified in 1983
- Ward Sister 1995
- RSCN 1987
- CNS Childhood Orthopaedics 1988
- Career break to have family doing bank & agency work
- QMC 2000
- 2010 appointed to current post
- 2011 Nursing Standard Ward Sister of the Year

My Brief

- Importance of management skills in the clinical environment
- Leadership & management skills for high quality care
- Challenges for clinical managers
- Getting management experience & training
- Resources for management support & development

The Perfect Storm

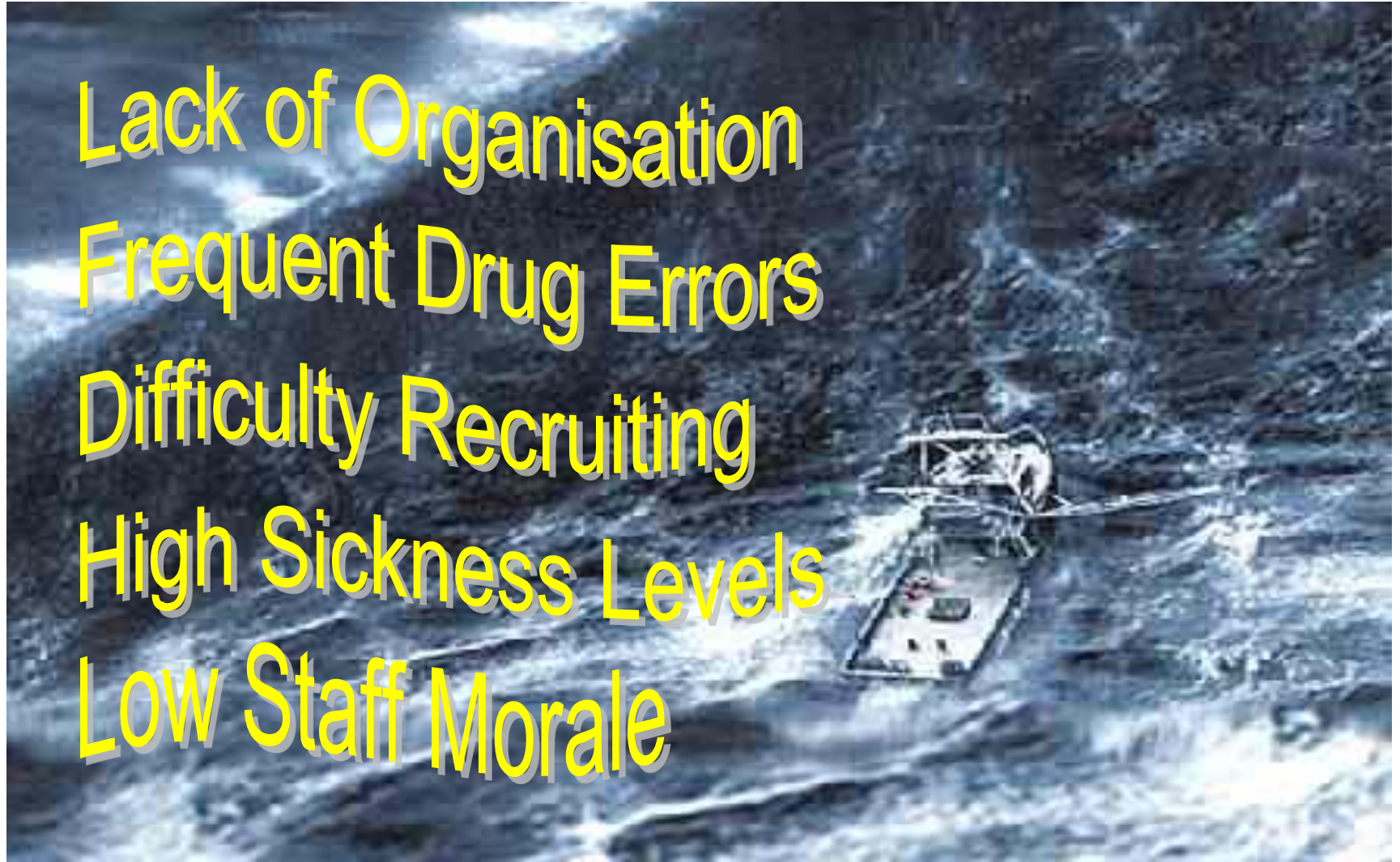
Lack of Organisation

Frequent Drug Errors

Difficulty Recruiting

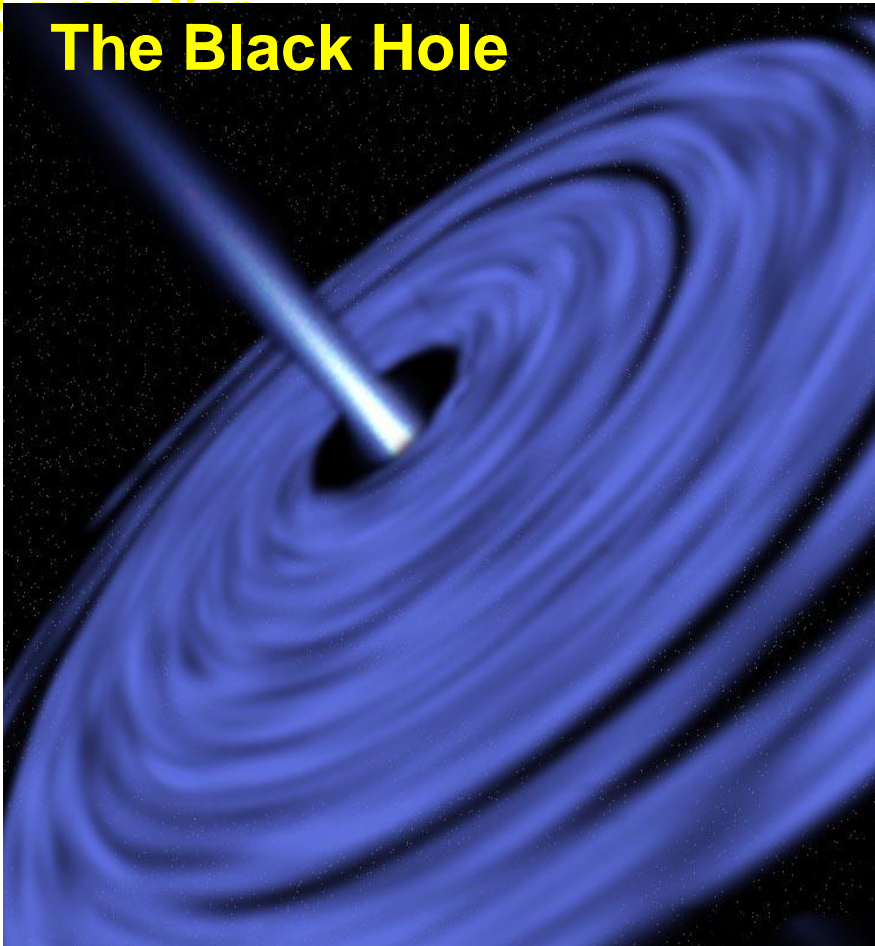
High Sickness Levels

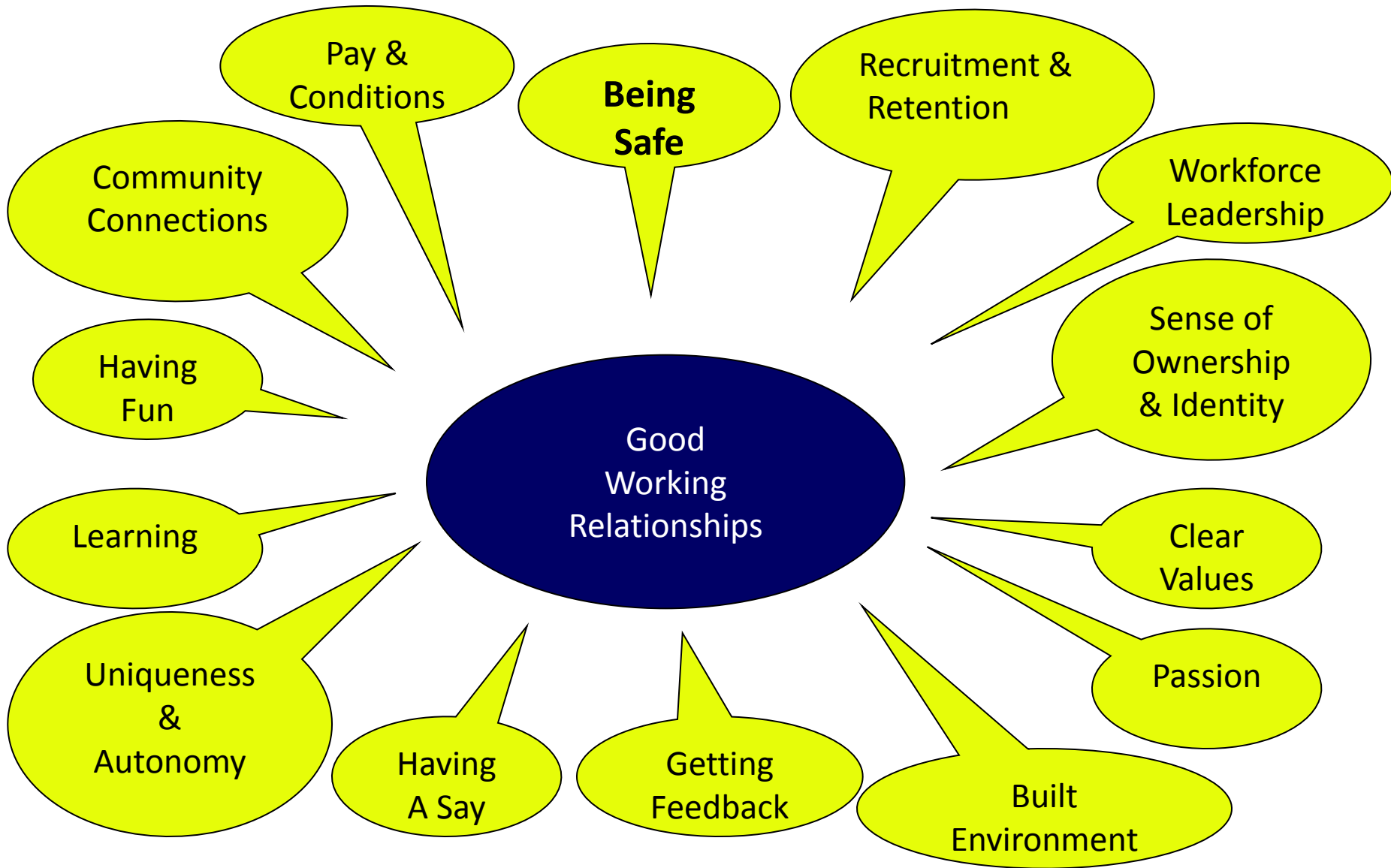
Low Staff Morale



The Challenge

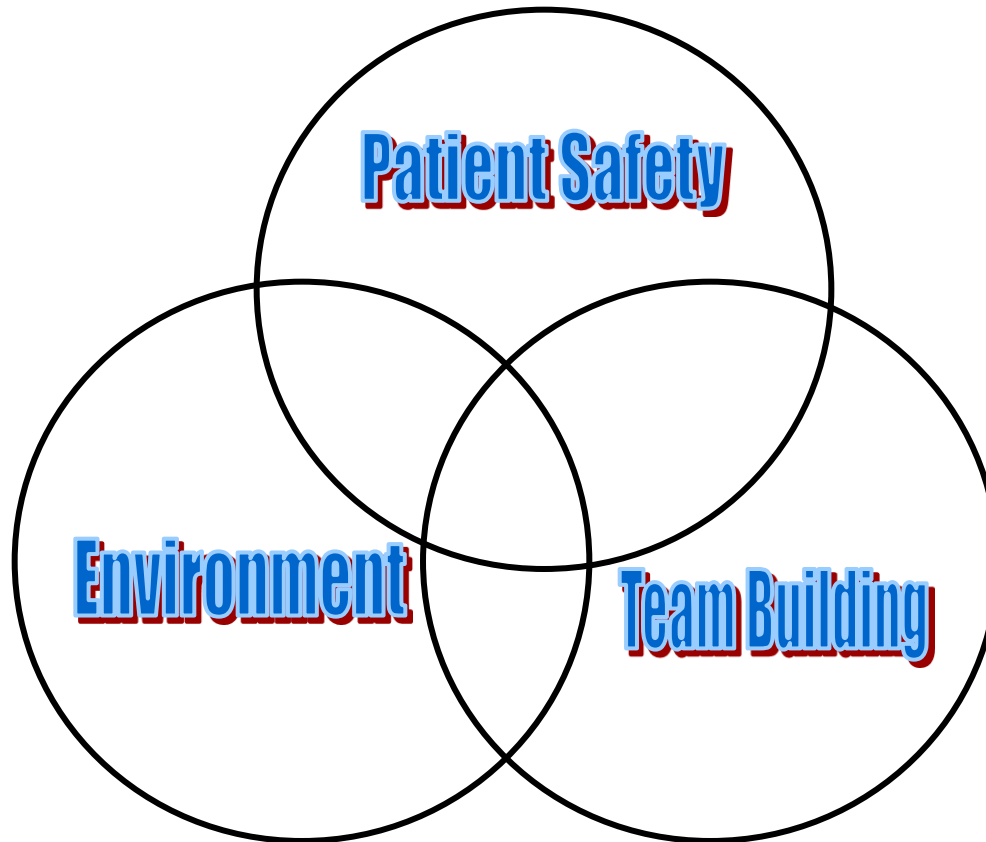
The Black Hole





Building a High Performing Team

Plan of Action



Patient Safety

- Leading by Example
- Setting Standards
- Monitoring Progress
- Feedback

Environment

- Patient
- Staff
- Learning
- Business

Team Building

Making the Ward a Learning
Organisation

Appreciative Leadership

Awakening the Creative Spirit



- All change requires large amounts of positive emotion, energy, and enthusiasm.
- Hope – belief in the best in the midst of the worst.

Appreciative Leadership in 4D



Making
Life
Better

Team
Work

Wall of
Pride

Vision

Challenges
& Threats



TeamWork





When flying in the formation of a "V"...



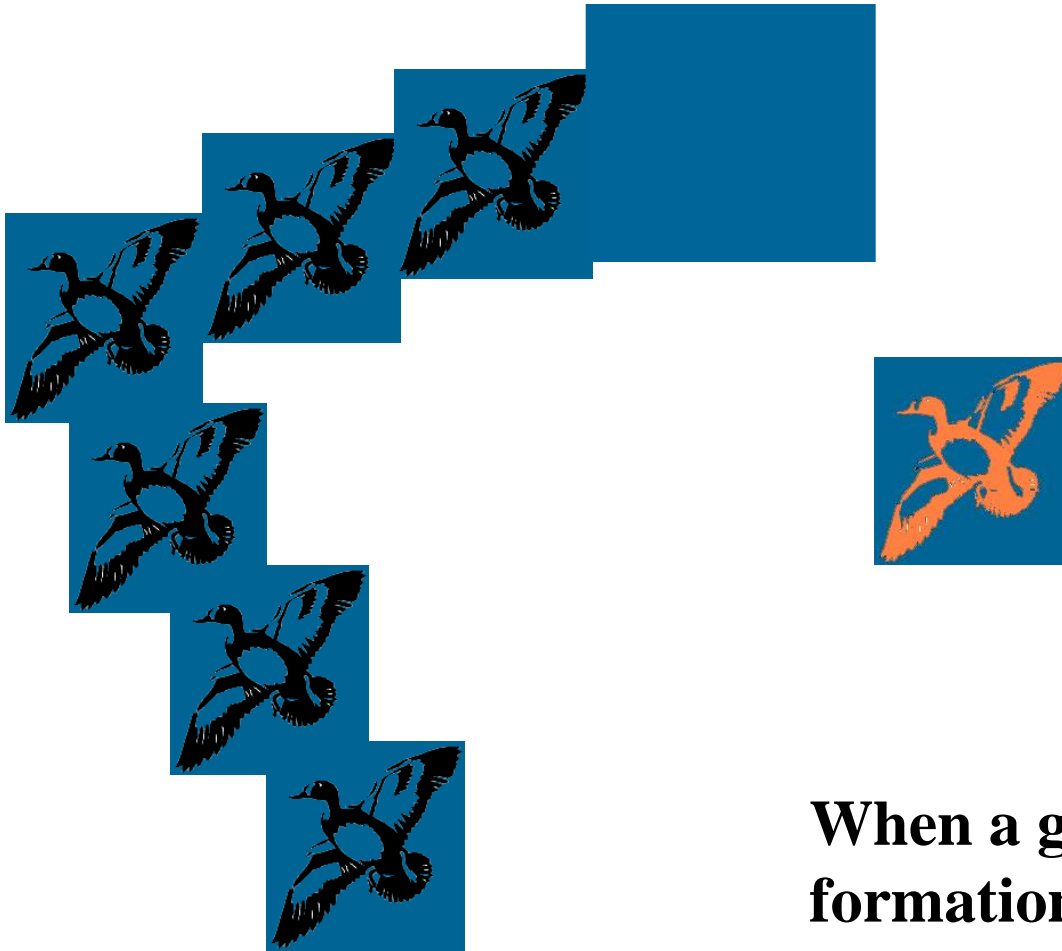
**The whole flock increases the reach
of the flight by 71%**



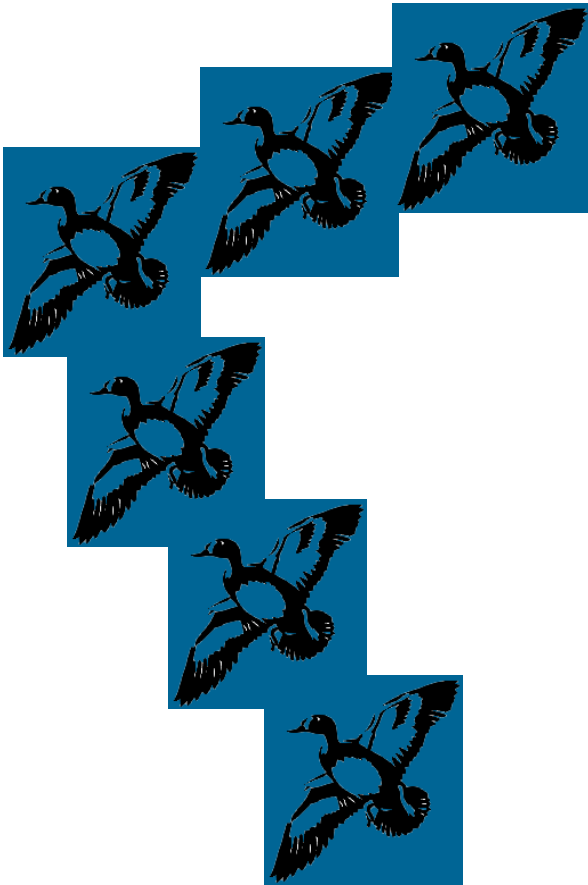


Lesson 1:

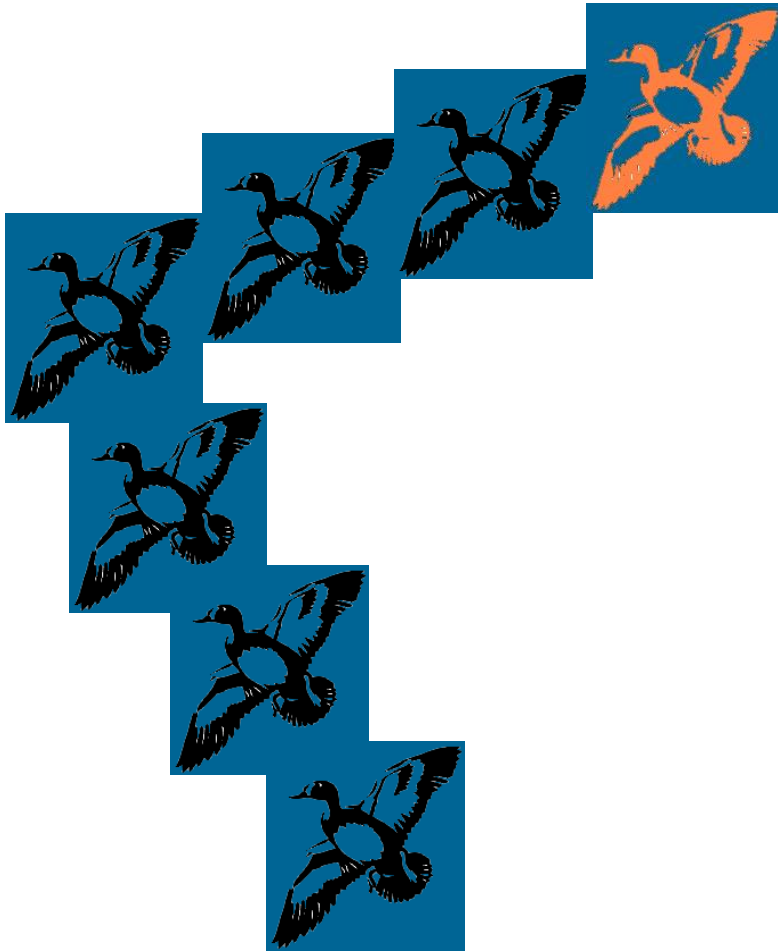
**A group sharing the same direction
arrives more easily at their
destination if they collaborate.**



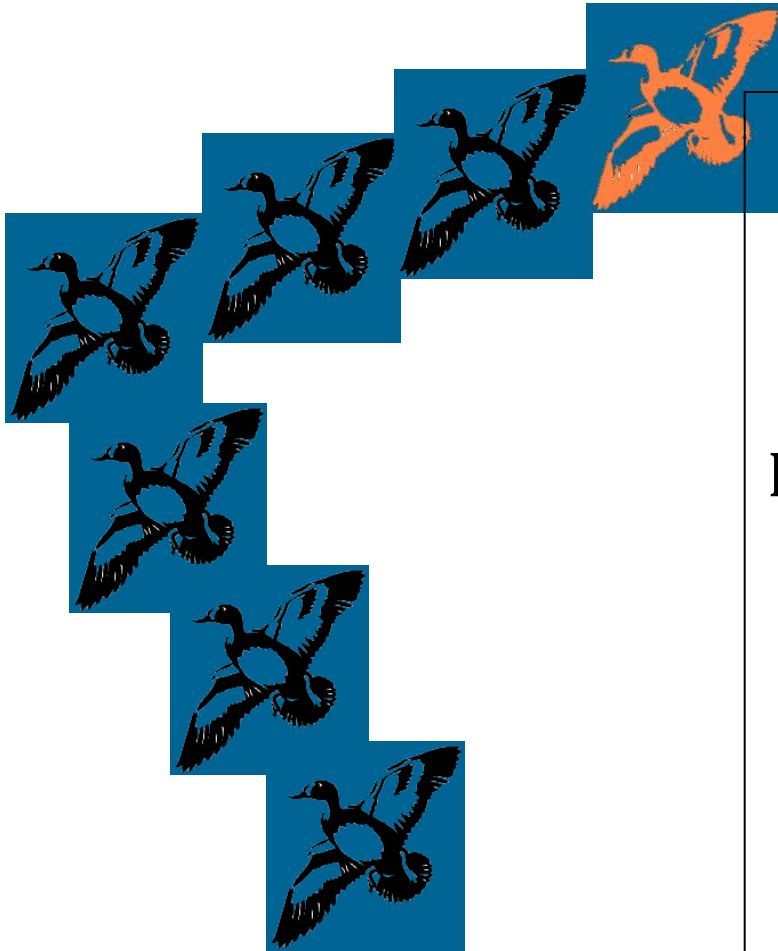
**When a goose leaves the
formation...**



It feels the air resistance and increased difficulty in flying.



**Quickly it returns to formation
to take advantage of the
Increased power provided by
those in front.**



Lesson 2:

If we are united in the same direction and remain in harmony the effort will be less.

It will be simpler and more pleasant to reach our goals.

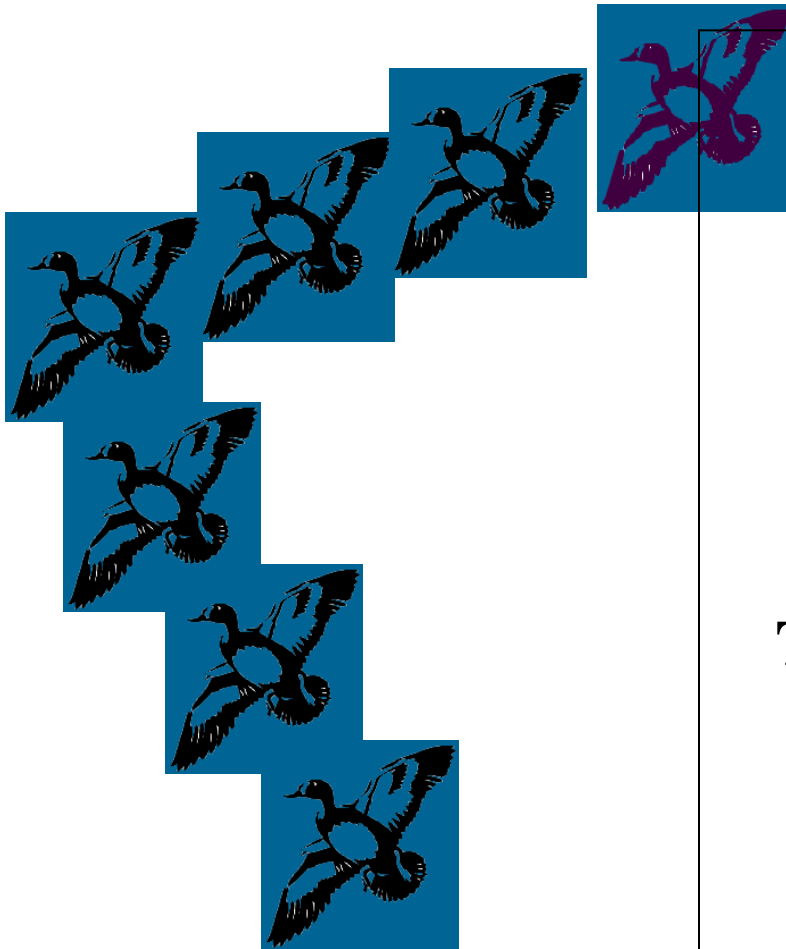
We should organise to accept and to offer aid.



**When the leading goose
gets tired...**



It transfers to the end of the formation and another one takes the lead.



Lesson 3:

To share the leadership.

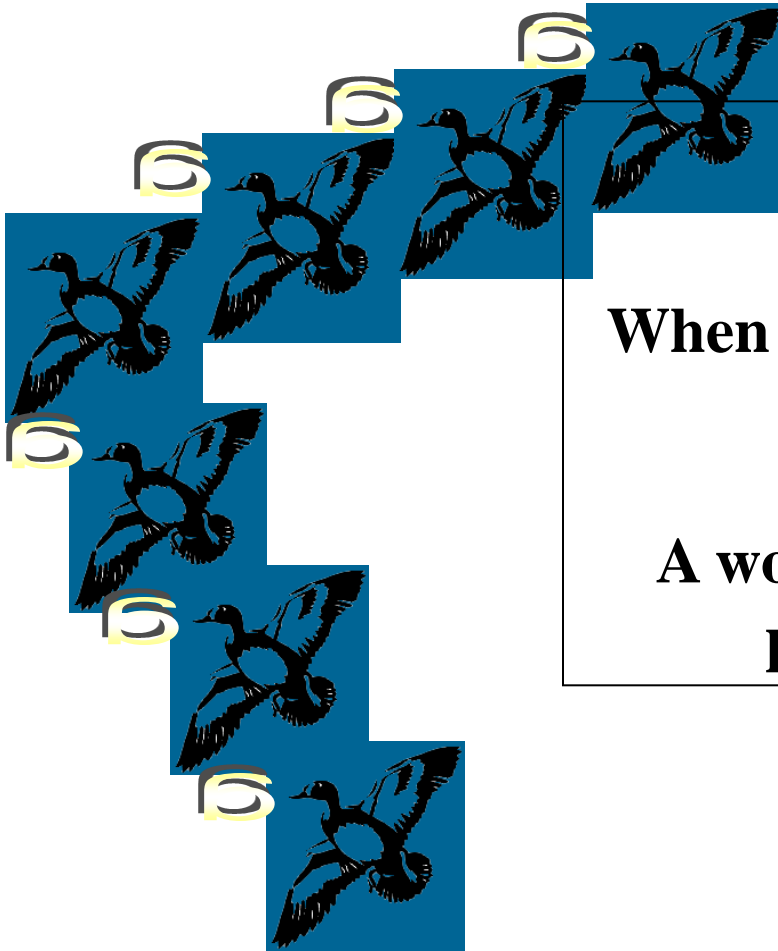
To mutually respect each other at all times.

To share problems and the more difficult work.

To unite our abilities and capacities, to combine our talents and resources.



Geese flying in formation squawk to give encouragement to those in front so that they maintain their speed.



Lesson 4:

**When there is encouragement progress
is greater.**

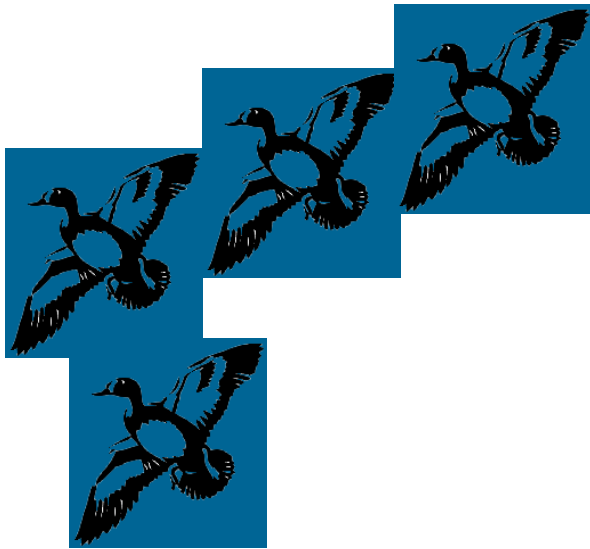
**A word in time motivates, aids, and
promotes the best outcome.**



**When a goose becomes ill, is
hurt or tired...**



**And it leaves the
formation**



**Others leave the formation and
accompany it to help and to protect it.**

**They remain with him until it dies or is
able to fly**

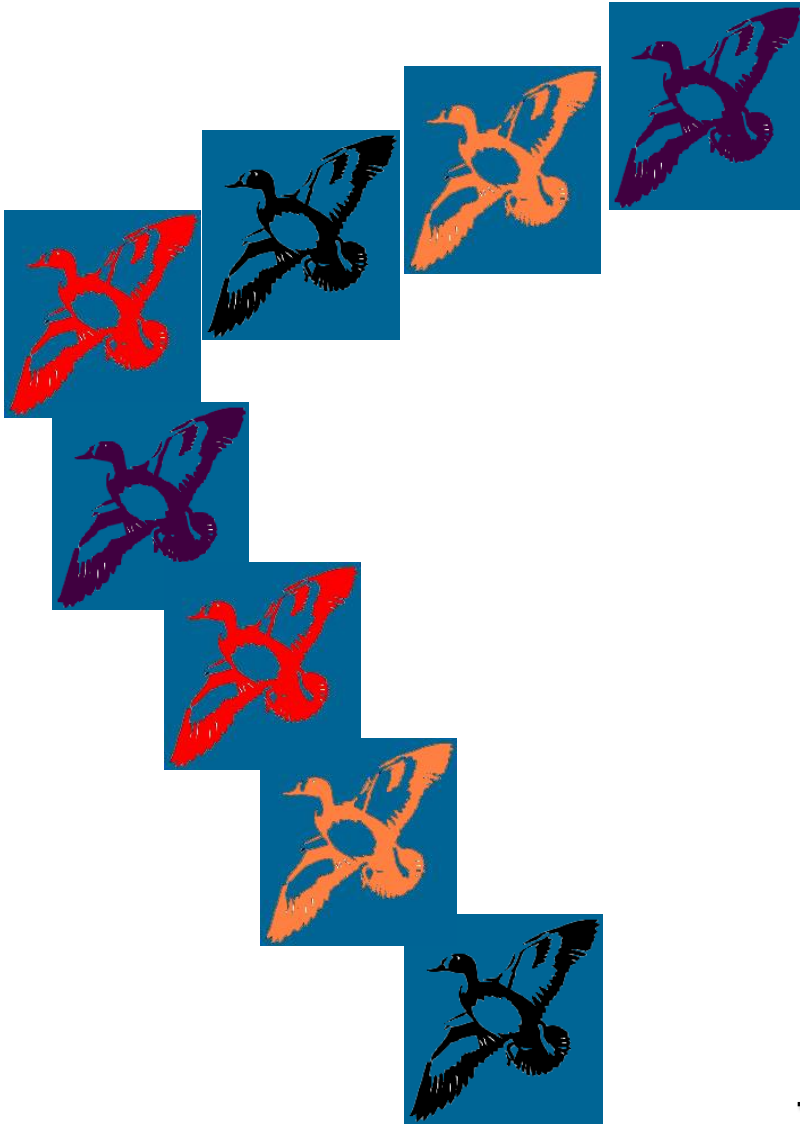
**Again; with their own flock, or by
joining another formation.**





Lesson 5:

**Let us work together, in spite of
any differences, in moments of
difficulty or stress.**



If we use our understanding of
others around us...

If we understand the true
value of relationships and
teamwork ..

Then life will be simpler, and the
flight of the years more pleasant.

Every parents view

“My child is the most
important”

The Wider Team



The Patient's Experience



Simply The Best

To be recognised as the best in everything we do, providing leading-edge, high quality health services, safely delivered with courtesy and respect.

Doing Things Differently



Here is Edward Bear, coming downstairs now, bump, bump, bump, on the back of his head, behind Christopher Robin. It is, as far as he knows, the only way of coming downstairs, but sometimes he feels that there really is another way, if only he could stop bumping for a moment and think of it.