4.3.4 Leading Better Care – enhancing clinical leadership of band 6 staff

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What is Leading Better Care?

- An NHS policy relating to the role of Senior Charge Nurses, Midwives and Team Leaders working in Scotland

- Recognises that NHS Scotland requires effective leadership

- ‘Guardians of clinical standards and the quality of care patients receive’

- LBC Impact resource
  www.LBCimpact.com
Programme Activities

- HR Recruitment and Selection Processes
- Workforce Integration
- Clinical Dashboard
- Line Managers Development
- Care Documentation
- Research and Evaluation
- Support Worker Development
- Leading Better Care Communications
- Band 5 Development
- Band 6 Development
- Band 7 Development
Four Key Areas of Responsibility

To Ensure Safe and Effective Clinical Practice
- Clinical leadership & teamwork
- Evidence based, clinically effective practice
- Continuous quality improvement
- Patient Safety

To Enhance the Patients Experience
- Clinical expertise
- Co-ordination of patients journey
- Promote culture of person centred care

To Manage and Develop the Performance of the Team
- Role model
- Facilitate learning and development
- Managing the practice setting

To Contribute to the Organisation’s Objectives
- Networking
- Service development
- Political and strategic awareness
Band 6 pre-programme questionnaire

Demographics

- 77% were > 40 years old
- Average time since qualification was 22 years
- Average length of time in band 6 post was 6 years
- 26% had a degree
- 34% had a diploma
- Majority were mentors (90%)

Learning

- 23% had previously undertaken a leadership programme
- 47% read a journal regularly
- 32% visited their library regularly
- 20% were given time in work for continuous professional development
- 4-6 hours per month
The programme objectives were to:

- introduce strategies to maximise personal effectiveness in the clinical leadership role
- develop insight and understanding of the context of quality improvement agenda (both locally and nationally) and the implications of this for the band 6 role
- develop an understanding of the band 6 role in managing and sustaining a culture where quality and safety in the delivery of care can flourish
- introduce strategies to maximise team effectiveness and functioning
- learn from the experience of other participants on the programme
- provide a basis for further professional development into the band 7 role in the future.
Kirkpatrick’s Model

- Evaluation of results (transfer or impact on society)
- Evaluation of behavior (transfer of learning to workplace)
- Evaluation of learning (knowledge or skills acquired)
- Evaluation of reaction (satisfaction or happiness)

Learning Evaluation: From Kirkpatrick to Brinkerhoff

- Level 1: Reactions
  - What was the participants’ reaction to the intervention? Did it meet their expectations?

- Level 2: Learning
  - To what extent have skills, knowledge and attitudes changed?

- Level 3: Behaviours
  - What effect has this had on the participants’ behaviour in the workplace?

- Level 4: Business Results
  - What results have been achieved and what can be attributed to the learning?

- Level 5: Return on Investment
  - What value have these results contributed to the organisation or individual?

- Level 6: Wider Contribution
  - To what extent has the participants’ long-term potential been increased?

Authors:
- Mary Beth O’Neill (2007)
- Anthony Hamblin (1974)
- CIRO (1970)
- Donald Kirkpatrick (1959)
Level 1 evaluation

- 137 (i.e. 87%) evaluations completed
  - 99% would recommend the programme to another band 6
  - 99% rated the programme very relevant or relevant to their current role.
  - 99% rated it very important or important for them to undertake the programme

‘…good support network gained from having time outwith own hospital area to liaise with other Band 6s across the other hospitals’
What three things are you going to do as a result of the learning from this programme?

**Personal**

Reflect on my own practice and approach to supporting the team

Go back to the ward and look at my style of leadership

Try to tackle more of the difficult conversations

**Sharing information**

Take the information back to my unit to help provide better person-centred care to service users

**Promoting change**

Network more with other band 6s

Promote better teamwork through clinical supervision
‘I feel more positive and focused following the course. We meet as a band 6 group now every month and sometimes we have speakers in or use the time to look at topics like dementia. Support of peers and sharing information/problems/concerns are invaluable’
‘I enjoyed this programme. Thought provoking and made me challenge my thoughts and actions. I have been more active in sharing activities of band 7’
‘I now visit the library more to keep up to date and I have tried to delegate more to encourage the development of the band 5 staff nurses within my area’
‘Have accessed the effective practitioner site once or twice but it can be difficult to find the time to do so.’
‘No- these have not been achieved due to lack of time. There is none. You have your head down. There is no time when you are on the floor’
Level 3 Evaluation

“I think the course has been very worthwhile and I am seeing the difference. Bringing the staff together from the different sites rather than being site or hospital specific has paid dividends…. We now have band 6 forums were staff talk to each other and share what they are doing and there are two specific examples I can give you. Two of the band 6s that were on the course have now secured promotion. One is in an acting senior charge nurse position and the other is in a permanent post and we are seeing the changes they are making to culture, to staff they work beside and that is great. And they are two individuals who previously, I don’t think, would have had the confidence to apply for such post, but with the skills they learned on the course they have taken on that challenge and are doing a fantastic job.”

Divisional Nurse Director
Level 3 Evaluation

“Some of the main advantages of the programme have been the sharing of knowledge and encouraging participants to take forward quality improvement within their own clinical area. One of the band 6 nurses was particularly interested in carer involvement at end of life care within a gynaecological ward. The band 6 programme encouraged her to look at ways of influencing practice and she put forward a bid for an NHS Education for Scotland Effective Practitioner project. The bid was successful and allowed the ward team to develop and implement an initiative that helped to involve relatives more in the care of their loved one. The success of this project has been shared with other areas and at local events.”

Senior Nurse
“The programme was really well evaluated by the Band 6 staff – it had an impact organisationally in that they became more aware of their leadership role in supporting the Senior Charge Nurse and the local and national policy agenda. It also helped relationship building between hospital and community staff and AHPs. Out of the 15 Band 6 staff that took part 3 of the Band 6’s have now been promoted to Band 7 roles and all agreed that the programme has been instrumental in elevating their thinking and preparing them for enhanced roles”

Senior Nurse
Current Context
References


