



# Leading with a focus on Safe Care

GILLIAN MCAULEY

ACUTE NURSE DIRECTOR

## Essentials of safe care







STAFF WELL BEING.



SYSTEM FOR LEARNING.

### Areas of Focus

Leadership role in safety

Influencing system wide safety performance

**Psychological Safety** 

Positive work experiences

When things aren't right

Learning environment

## Leaders role in Safety

### Style

- Compassionate genuine interest in staff, value diversity, share vision and inspire
- Transformational inspire without micro managing, motivate employees to innovate
- Collaborative work out with silo's finding the strength in diversity

### Skill

- Interpersonal- understands the needs of individuals and teams uses appreciative enquiry
- Conceptual understands both internal and external environmental complexity
- Technical has credibility

### **Impact**

- Performance how performance is measured, motivate others to achieve objectives
- Organisational effectiveness structure that is flexible to change and dynamic
- Culture vision, values, practices, people and narrative

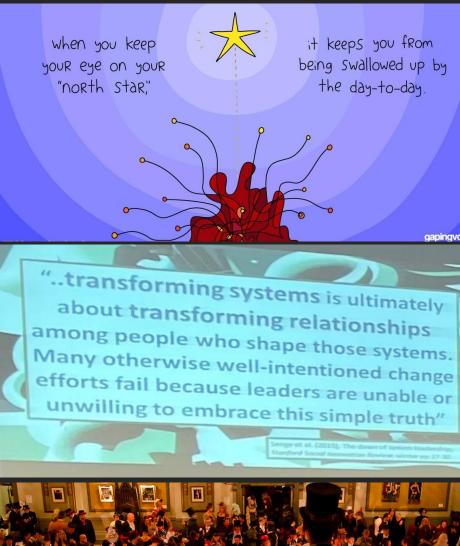
# Influencing System wide Safety Performance

Joining the dots

Focus on the North Star

Transform relationships

Dancefloor to Balcony





## Psychological Safety

## NOKIA

Challenger Safety

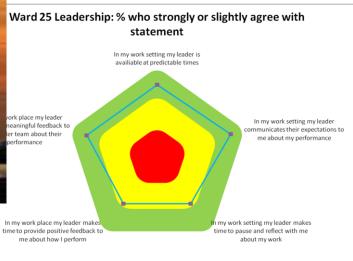
Contributor Safety

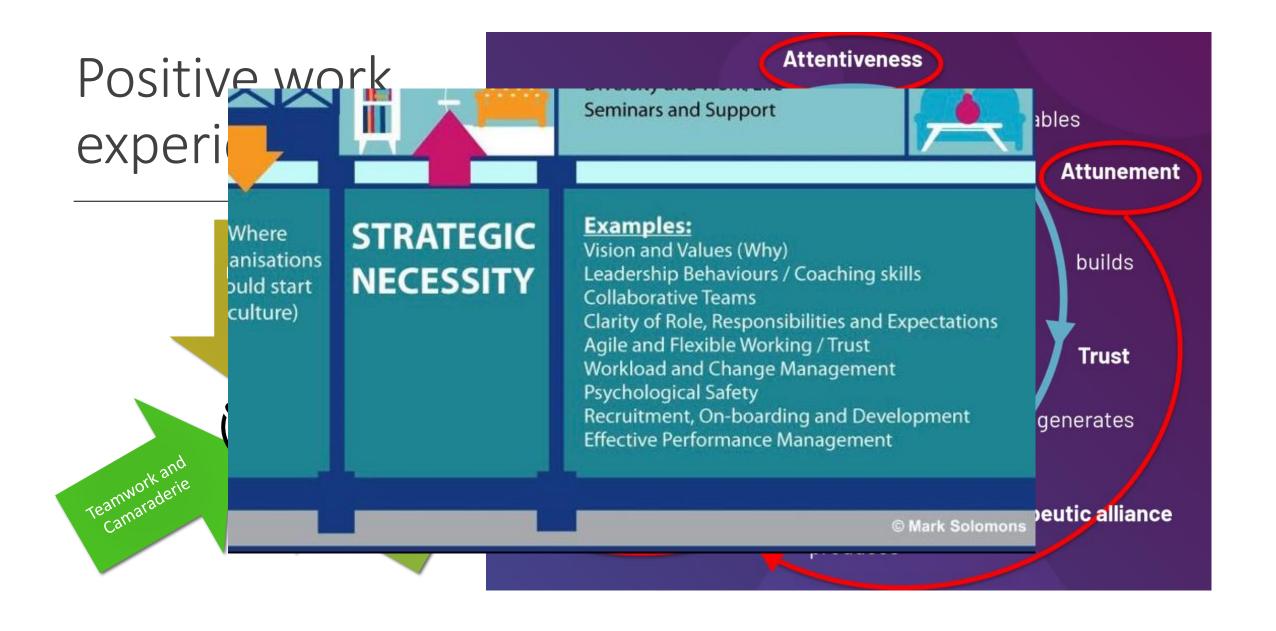
ological safety, they feel able to **ask for help, admit mi** eas of others on the team

risks are reduced, new ideas are generated, these are









# When things aren't right

Multifactorial Reviews

Links with care standards and staffing

Action plans not the answer Guiding principles

#### Summary of Guiding Principles for Nursing, Midwifery and Allied Health Professional Staff



**Guidina Princip** 

Guiding Principle

**Guiding Principle** 

**Guiding Principle** 

**Guiding Principle** 

1

2

3

\_\_\_

5

Staff's health and wellbeing is paramount.

Look after yourself and others.

The safety and wellbeing of staff is vital as we work collectively through this pandemic and service remobilisation.

The need for rest and relaxation is vital in keeping us both physically and emotionally resilient.

It is important to look after yourself and others. In line with your professional Code and Standards, use your professional judgment, working with other colleagues across all disciplines to assess risk.

It is important to support professionals to feel confident about using their professional judgement in their decision making and actions.

The NMC and HCPC have specific guidance around the application of the code during the pandemic.

Find the best way to provide care for people while recognising and working within the limits of your competence. The fundamentals of care delivery are

essential and the care provided must be reflected in Person Centred Care Plans and the NEWS2 chart as a minimum with clinical judgement integral. As agreed by Nurse Directors, routine data collection may be paused however there is an expectation that PCAT, Mini Lothian Accreditation and Care Assurance Standards (LACAS) review and SCN/CNM monthly meetings

continue as per the first three steps of

Care Assurance process.

In line with your professional Code and Standards, use professional judgement in the delegation of activity.

The NMC sets out clearly the delegation of an activity from a registered person to another registered person unfamiliar with the clinical area, a non-registered person, carer, or family member.

The overarching principle is that delegated tasks and duties are within the other person's scope of competence. The HCPC Standards of conduct

reference the current requirement for changing roles and adaptability, in the context of individual scope of practice within safe and effective boundaries.

Safe to Start will be used to support staff allocation.

To manage the workforce capacity with supply and demand, a process of risk assessment and risk management is undertaken with the aim of mitigating risk and managing available resources against patient acuity and other clinical priorities.

Concerns in relation to patient safety and/or quality of care, require to be escalated through local reporting structures in real time and recorded on the Datix system.

Guiding Principle

Guiding Princip

**Guiding Princi** 

**Guiding Principle** 

6

Education and training is important.

It is vital that staff are given time to undertake

required for their role.

Education materials may be provided in alternative

formats; virtual updates rather than face to face and

it is essential staff are informed of the availability of,

and how to access resources

mandatory and specific training

\_\_\_\_

Regular clear and effective multi professional huddles to support staff deployment based upon the most up to date workforce and clinical data.

Regular MDT huddles are paramount and may necessitate prioritising the fundamentals of care, what needs to be done now and by whom, and what can be safely considered later.

NMAHP staff deployed should only work within the limits of their competence and allocation of workload maximised to use of all the skills available. 0

Professional leaders will be visible in clinical areas, communicating effectively with staff, ensuring clear direction, advice, support and reassurance.

Our leaders will be visible in person, or virtually, to provide support, care and reassurance to all staff across the organisation.

Clinical Nurse Managers will prioritise working within the clinical environment twice weekly to support teams in real time and gain assurance that these guiding principles are maintained.

Non-essential meetings should be postponed to support this.

S

Working as part of a team, do so collegiately, with respect, kindness and professionalism.

MDT working and shared decision making is essential. Professional, respectful conduct and behaviour is necessary to support each other.

This is underpinned by the NHS Lothian Our Values into Action.

## Learning environment

One thing that limits your learning is the belief you already know something

Do leaders take control or give control

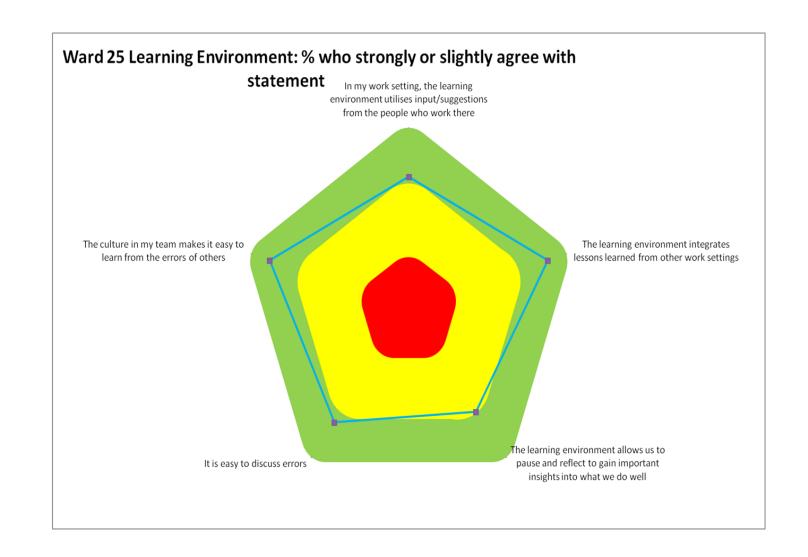
Do we spend time critiquing errors or celebrating successes

Total quality leadership – effort to improve the process v effort to monitor the process

We learn, using daily opportunities learning becomes part of the philosophy

Learning seems so much more active than training!

Patients as leaders in learning



## Summary

Leaders play a critical role in the delivery of systems safety, through their style and skill

Spend time on the balcony

Be attuned to the 'Dangerous Silence'

Kinship and Kindness lead to better outcomes

Give permission to stop doing stuff and to fail

Transform relationships that's what really matters

