

ACCEPT ONLY THE BEST

Nurse managers are pivotal to tackling poor care, writes Julie Hyde

Since the introduction of general management to the NHS was proposed 23 years ago, the nursing profession has taken a mixed view of the relationship between its clinical and managerial roles.

The profession's culture – its literature and the way care is planned and delivered – focuses largely on patient need.

To be effective, nurse managers must deliver care in a different way by making choices about material and human resources.

They must ensure that others are given the right skills, resources and support to deliver high-quality care through good governance.

RESOURCE FILE

Institute of Healthcare Management:

www.ihm.org.uk

Nursing Management magazine:

<http://nursingmanagement.rcnpublishing.co.uk>

RCN management and leadership forum:

<http://tinyurl.com/3uaj45z>



Management skills are vital for care quality

Governance involves leadership, supervision, delegation and performance management.

The inquiry into standards of care at Mid Staffordshire NHS Foundation Trust, and the recent BBC Panorama documentary that appeared to expose abuse of people with learning disabilities in a care home, revealed harrowing circumstances that went unchecked.

Nurses should not stand by in such situations. They are accountable for what they do and do not do, and must take every opportunity to ensure abuse and

neglect never take place. All nurses need to demonstrate leadership in their workplace to ensure the highest values and standards are incorporated in care provision.

As nurses are accountable for all aspects of care, whether directly or by delegation, they must ensure that organisational systems and processes, such as up-to-date risk management strategies, are in place.

Robust and transparent performance measures must demonstrate excellent care and manage unacceptable practice proactively. Nurses found to be in

Grab a piece of the action

Nicola Davies describes a learning group that provides a collaborative approach to problem solving

An action learning set (ALS) is an educational tool designed to encourage continuous professional development and promote a culture of learning – and these traits have led to its increasing use in the NHS.

An ALS is a group of four to seven people who are either colleagues or from different departments or organisations.

The group meets regularly to support one another by solving work-related problems and sharing decision-making.

Members can adopt differing roles to aid the process:

- ▶ The presenter – raises a work-related problem.
- ▶ The facilitator – guides the group towards problem resolution.

- ▶ The questioner – quizzes the presenter to identify a potential solution.
- ▶ The listener – all members demonstrate active listening.
- ▶ The reflector – observes, listens and considers before offering ideas.

Supportive team

People naturally adopt one or more of these roles in their daily practice, and may be perceived as either a 'good listener' or 'good talker'. In an ALS, you can be both and more. Skills are honed in an environment built