

# A Practical Guide to Developing your Skills as an Effective Ward Manager

For current and aspiring Ward Managers/Ward Sisters/Charge Nurses and Senior Nurses

THURSDAY 7 OCTOBER 2010 20 CAVENDISH SQUARE, LONDON



## Topics Include:

- ◀ "Breaking down barriers, driving up standards": 18 months on
- ◀ Support for the Ward Manager role in practice: my experience
- ◀ Improving quality and productivity: the Ward Manager's contribution
- ◀ Implementing the High Impact Actions on the ward
- ◀ Monitoring the quality of nursing care and patient experience on the wards
- ◀ Promoting dignity and compassion on the ward
- ◀ Supporting the nursing workforce to improve safety, effectiveness and patient experience
- ◀ Running an effective and efficient ward
- ◀ Managing your own ward budgets, finances and resources
- ◀ Career progression: from nurse to Ward Manager and beyond

## PLUS Case Studies:

- ◀ Implementing 'Keeping Nourished – Getting Better' in practice
- ◀ The Ward MOT
- ◀ Receiving 'Beacon' status

## Chair and speakers include:

**Louise Boden**

*Chief Nurse*

University College London Hospitals  
NHS Foundation Trust

**Jane Naish**

*Head of Cancer Services*

Milton Keynes Hospital NHS  
Foundation Trust

*Former Policy Advisor*

Royal College of Nursing and  
*Author 'Breaking down barriers,  
driving up standards'*

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# Effective Ward Manager

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This thirteenth national conference will help current and aspiring Ward Managers, Ward Sisters, Charge Nurses and Senior Nurses gain a better understanding of the skills needed to develop as an effective Ward Manager. Chaired by Louise Boden *Chief Nurse University College London Hospitals NHS Foundation Trust*, the conference will open with a presentation from Jane Naish *Head of Cancer Services Milton Keynes Hospital NHS Foundation Trust Former Policy Advisor Royal College of Nursing and Author Royal College of Nursing report 'Breaking down barriers, driving up standards' who will discuss the findings and recommendations outlined in 'Breaking down barriers, driving up standards', what has happened to the role 18 months on, and how to implement systems of support for Ward Managers, Sisters and Charge Nurses.*

The RCN is fully engaged with the Department of Health to promote and support high-quality standards of nursing care and has chosen to focus particularly on the contemporary role of the Ward Sister and Charge Nurse because this role is known to be key. Particularly because it is the front line management role of the largest group of NHS staff, the interface between health care management and actual clinical care delivery and finally, it is unique in that it combines responsibility for the daily delivery of care and the physical environment in which care is delivered, with managerial responsibility of those who deliver the care (the nursing team) and responsibility for those who receive that care (the patients).

'BREAKING DOWN BARRIERS, DRIVING UP STANDARDS', ROYAL COLLEGE OF NURSING, FEBRUARY 2009

The conference will continue by looking at the Ward Manager's contribution to the drive for quality and productivity, with case study presentations on how Ward Managers can raise standards and make savings by implementing the High Impact Actions, the Productive Ward, assessing patient experience, benchmarking practice against quality indicators, promoting dignity, and managing budgets.

Quality is always going to be a key priority for nursing; to deliver quality means nurses working differently – working across pathways, working with other clinical colleagues and working in different environments. You need to be able to demonstrate the contribution you make for the patients in your care. Wherever nurses work, there are tools to help you provide and demonstrate quality while working in a productive manner.

THE NURSING ROAD MAP FOR QUALITY DEPARTMENT OF HEALTH MARCH 2010



## STRENGTHENING THE ROLE OF THE WARD SISTER

Immediate steps must be taken to strengthen the linchpin role of the ward sister, charge nurse and equivalent team leader in the midwifery and community settings. These clinical lead roles must have clearly defined authority and lines of accountability, and be appropriately graded. They must drive quality and safety, and provide active and visible clinical leadership and reassurance for service users and staff in all care settings. Organisational hierarchies must be designed to ensure there are no more than two levels between these roles and the director of nursing. Heads of midwifery should report to the board directly or via the director of nursing.

FRONT LINE CARE REPORT BY THE PRIME MINISTER'S COMMISSION ON FUTURE OF NURSING AND MIDWIFERY IN ENGLAND MARCH 2010

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## CHAIR'S WELCOME

### 10.00 'Breaking down barriers, driving up standards': 18 months on

*Has the role of the Ward Manager received the recommended strengthening and support?*

**Jane Naish**

*Head of Cancer Services Milton Keynes Hospital NHS Foundation Trust Former Policy Advisor Royal College of Nursing and Author 'Breaking down barriers, driving up standards'*

- ◀ an overview of the findings and recommendations outlined in 'Breaking down barriers, driving up standards'
- ◀ learning from the review and implementing systems of support for the Ward Manager/Sister/Charge Nurse: progress to date

### 10.25 Support for the Ward Manager role in practice: my experience

**Leanne Grace**

*Ward Matron*

*Heatherwood and Wexham Park NHS Foundation Trust*

- ◀ participating in the Ward Manager development programme
- ◀ feeling empowered: having the authority, energy and skills to make a difference on the ward
- ◀ assuming high visibility as the nurse leader of the ward
- ◀ the importance of being supervisory and the impact on quality of care: my experience as a Ward Manager at Heatherwood and Wexham Park

### 10.50 Improving quality and productivity: the Ward Manager's contribution

**Jane Champion**

*Senior Nurse for Practice Development*

*UCLH*

- ◀ understanding the elements of the quality framework that relate to nursing practice: the Nursing Roadmap for Quality
- ◀ making quality and productivity improvements on the wards
- ◀ demonstrating the quality of nursing care using quality indicators

11.15 Questions and answers, followed by coffee and exhibition at 11.25

## CASE STUDIES: IMPLEMENTING CURRENT NATIONAL DRIVES AND INITIATIVES FOR QUALITY AND PRODUCTIVITY

### 11.50 Implementing the High Impact Actions on the ward

*Case study: implementing 'Keeping Nourished - Getting Better' in practice*

**Karen Dyson**

*Modern Matron NHS Darlington*

- ◀ identifying a patient's nutritional needs and ensuring they are met
- ◀ implementing improvements to stop inappropriate weight loss and dehydration on the wards: experiences in Darlington
- ◀ the impact on the quality and safety of patient care including length of stay

### 12.15 Monitoring the quality of nursing care and patient experience on the wards

*Case study: the Ward MOT*

**Kate Harper**

*Director of Care Pathways/Deputy Chief Nurse*

*The Mid Yorkshire Hospitals NHS Trust*

- ◀ monitoring the quality of nursing care on the wards: the Ward MOT
- ◀ benchmarking practice against quality indicators and linking with the High Impact Actions
- ◀ assessing the patient experience as well as clinical outcomes to ensure compassionate care
- ◀ collating and reporting the data to demonstrate quality nursing care and support learning and improvement

### 12.40 Promoting dignity and compassion on the ward

*Case study: receiving 'Beacon' status*

**Eamonn Sullivan**

*Head of Performance Guy's and St Thomas' NHS Foundation Trust*

- ◀ implementing initiatives on the wards to promote dignity and compassion
- ◀ engaging the ward team to ensure dignity and compassion is embedded into everyday practice
- ◀ raising standards of care: qualifying for Beacon status at Guys and St Thomas'

13.05 Questions and answers, followed by lunch and exhibition at 13.15

## FOCUS: RUNNING AN EFFECTIVE AND EFFICIENT WARD

### 14.00 Supporting the nursing workforce to improve safety, effectiveness and patient experience

*Focus: energising for Excellence and the Safer Care tool*

**Angela Brown**

*Associate Director Clinical Quality and Safety*

*NHS North West*

- ◀ improving safety, effectiveness and patient experience by encouraging and inspiring the nursing workforce
- ◀ comparing staffing numbers and skill mix against best practice
- ◀ developing and implementing nursing indicators to monitor nursing care

### 14.30 Running an effective and efficient ward

*Focus: implementing the Productive Ward and sustaining continuous improvement*

**Kerry Bloodworth**

*Assistant Director of Nursing Nottingham City Hospital NHS Trust*

- ◀ implementing the Productive Ward: our experience and the impact on patient care
- ◀ tips for sustaining continuous improvement
- ◀ ensuring the time released to spend on direct patient care is protected
- ◀ making efficiency savings whilst ensuring high quality nursing care

15.00 Questions and answers, followed by tea and exhibition at 15.10

## FOCUS: EXPANDING IN THE ROLE OF WARD MANAGER

### 15.30 Managing your own ward budgets, finances and resources

**Barbara Doyle**

*Ward Sister*

*Ashford and St Peter's Hospitals NHS Trust*

- ◀ developing your business acumen and financial management skills to manage your own budgets and resources
- ◀ implementing cost effective savings
- ◀ taking time to review how your ward is running from a business and financial perspective

### 16.00 Career progression: from nurse to Ward Manager and beyond

**Jill Asbury**

*Divisional Nurse Manager*

*Leeds Teaching Hospitals NHS Trust*

- ◀ developing your career pathway: determining your career options and setting a goal
- ◀ developing your personal portfolio, writing your CV and interview techniques for career progression
- ◀ the value of mentoring and coaching
- ◀ building relationships and gaining support from senior clinical staff and management

16.30 Questions and answers, followed by close

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Conference Registration



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20 Cavendish Square, London, W1G 0RN. A map of the venue will be sent with confirmation of your booking.

## Date

Thursday 7 October 2010.

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