

Managing Poor Performance and Supporting Nurses in Difficulty

Ensuring good practice and compliance with 'Handling Concerns about the Performance of Healthcare Professionals' and moving forward following 'Tackling Concerns Locally'

Thursday
2 December 2010
Manchester Conference Centre



TOPICS INCLUDE:

- Setting the standards of conduct, performance and ethics for nurses and midwives
- Taking a proactive approach to preventing performance concerns for the delivery of quality of care and productivity across your organisation
- Using quality indicators to identify and monitor deteriorating performance
- Working with the Human Resources department to handle performance concerns
- The formal disciplinary process: Legal Issues
- Ensuring nurses are fit and well to care
- Supporting nurses in difficulty through remedial and developmental action

PLUS CASE STUDIES:

- Managing performance concerns in practice: on the wards
- Prompt identification and management of poor performance: in primary and community care
- Preventing performance concerns from arising: a university perspective

CHAIR AND SPEAKERS INCLUDE:

PROFESSOR RACHEL MUNTON

Interim Director of Nursing
NHS East Midlands

JACKIE SMITH

Director of Fitness Practice
Nursing and Midwifery Council

TRISS CLARK

National Programme Manager
Energise for Excellence in Care

Managing Poor Performance and Supporting Nurses in Difficulty

THURSDAY 2 DECEMBER 2010 MANCHESTER CONFERENCE CENTRE, MANCHESTER

As nurses struggle to protect the safety and quality of care provided to patients amid staffing cuts and shortages, this timely national conference, chaired by **Professor Rachel Muntton** *Interim Director of Nursing NHS East Midlands*, will address the issue of managing poor performance and supporting nurses in difficulty by ensuring compliance with the principles of good practice from 'Handling Concerns about the Performance of Healthcare Professionals' and 'Tackling Concerns Locally'. **Jackie Smith** *Director of Fitness Practice Nursing and Midwifery Council* will open the day by delivering a keynote address on the importance of ensuring the NMC Code of Conduct is observed and what support is available for professionals that raise and escalate performance concerns.

*"Tackling Concerns Locally" calls for "...an organisational culture in which all members of the organisation take joint responsibility for quality and safety, and in which the contribution of patients and the general public is welcomed" and the need to address any wider, systemic problems which may be affecting the performance of individual health professionals as well as to pick up signs of deteriorating performance at the earliest possible stage and to take early action, offering additional training or remediation, reskilling and rehabilitation wherever this would be effective.**

The focus of the day will shift to identifying and handling performance concerns in practice. According to 'Tackling Concerns Locally', "Healthcare organizations should establish systems for collating and analyzing information from a variety of sources relating to potential early signs of poor performance, conduct and health and should regularly review this information in order to identify clusters and trends." **Lindsey Webb** *Director of Nursing and Governance The Royal Orthopaedic NHS Foundation Trust* will discuss how using quality indicators to monitor deteriorating performance can help identify problems at an early stage, and the importance of engaging staff in measuring and monitoring performance including dealing with negative or indifferent attitudes towards change.

"The overriding objective should be to protect the safety of patients and the public. The investigation process must be fair, consistent and objective and retain the confidence of the person raising the concern, the healthcare professional and other stakeholders."

'TACKLING CONCERNS LOCALLY' DEPARTMENT OF HEALTH

Following presentations providing guidance about how to respond to and investigate performance concerns, including what you need to know from a legal perspective, the afternoon sessions will focus on managing and preventing performance concerns in practice with case study presentations from a ward, primary and community care, and university perspective. The day will finish by looking at ensuring nurses are fit and well to care, and supporting nurses in difficulty through remedial and developmental action.

"Remediation must ensure the safety of patients and the public while aiming to secure the well being of the healthcare professional and the wider team, the robust delivery of services based on agreed patient care pathways and consistent competence of the healthcare professional across the entire scope of their practice."

'TACKLING CONCERNS LOCALLY' DEPARTMENT OF HEALTH

*'TACKLING CONCERNS LOCALLY' DEPARTMENT OF HEALTH, MARCH 2009



10.00 Chair's welcome and introduction

Professor Rachel Munton

Interim Director of Nursing NHS East Midlands

- ensuring compliance with the principles of good practice from 'Handling Concerns about the Performance of Healthcare Professionals' and 'Tackling Concerns Locally'

10.20 Keynote address from the Nursing and Midwifery Council: Setting the standards of conduct, performance and ethics for nurses and midwives

Jackie Smith

*Director of Fitness Practice
Nursing and Midwifery Council*

- ensuring the NMC Code of Conduct is adhered to in your organisation and when to make a Fitness to Practice referral to the NMC
- support for professionals raising and escalating performance concerns: guidance update and implementation
- moving towards revalidation for nurses and linking to appraisal
- resolving concerns about fitness to practice and considering the risk to patient safety

10.45 Taking a proactive approach to preventing performance concerns for the delivery of quality of care and productivity across your organisation

Triss Clark

*National Programme Manager
Energise for Excellence in Care*

- taking a proactive approach to preventing performance concerns across your organisation: Energise for Excellence in Care in practice
- supporting nurses in the face of staffing cuts and shortages
- understanding your role, duties and responsibilities in supporting nurses and protecting the safety of and quality of care provided to patients

11.10 Questions and answers, followed by coffee at 11.20

FOCUS: IDENTIFYING AND HANDLING PERFORMANCE CONCERNS IN PRACTICE

11.45 Using quality indicators to identify and monitor deteriorating performance

Lindsey Webb

*Director of Nursing and Governance
The Royal Orthopaedic NHS Foundation Trust*

- developing useful and reliable indicators of quality of nursing care
- learning from and acting upon the data to challenge poor performance at system and individual level
- engaging staff in measuring and monitoring performance: dealing with negative or indifferent attitudes
- making and sustaining improvements in nursing care and performance

12.10 Working with the Human Resources department to handle performance concerns

Rachael Allsop

*Executive Director of Workforce
The NHS Information Centre
and Formerly Director of Human Resources
Leeds Teaching Hospitals NHS Trust*

- responding promptly and appropriately to a performance concern or a complaint about staff: critical factors to keep in mind
- accessing clear information, training and support to ensure best practice in the management of performance concerns
- investigating poor performance and deciding what action to take

12.35 The formal disciplinary process: Legal Issues

Kate Hill

*Associate Partner and Senior Trainer
InPractice/Radcliffe LeBrasseur Solicitors*

- the disciplinary process and the disciplinary interview: key issues from a legal perspective
- ensuring the approach is fair, equitable and consistent
- legal issues: record keeping, when to report, conduct and competence

13.00 Questions and answers, followed by lunch at 13.10

CASE STUDIES: MANAGING AND PREVENTING PERFORMANCE CONCERNS IN PRACTICE

14.00 Managing performance concerns in practice

Case study: my experience of dealing with performance issues on the wards

Josephine Smith

*Ward Manager
Mid Essex Hospital Services NHS Trust and
Ward Sister Award Finalist Nursing Standard*

- developing your leadership style to effectively manage poor performance and mistakes at ward level
- carrying out appraisals and providing 360 degree feedback
- demonstrating good nursing practice and setting standards to influence the ward team
- my experience of dealing with performance issues

14.25 Prompt identification and management of poor performance

Case study: supporting nurses in difficulty in primary and community care

Bethann Siviter

*Nurse Consultant
South Birmingham Community Health*

- picking up on poor performance issues early and reacting promptly
- instigating conversations about unacceptable behaviour
- supporting nurses working autonomously across a number of sites: challenges and issues
- reasonable adjustments: helping nurses with disabilities maximise their performance

14.50 Preventing performance concerns from arising

Case study: ensuring appropriate pre-registration education and training: a university perspective

Anna Chesters

*Senior Lecturer and Fitness to Practice Lead
School of Nursing and Midwifery,
De Montfort University*

- supporting workplace learning: ensuring the experience is worthwhile for both student and facilitator
- working in partnership to ensure students are fit to practice through pre-registration education and training
- reporting fitness to practice concerns about a student

15.15 Questions and answers, followed by tea at 15.25

FOCUS: SUPPORTING NURSES IN DIFFICULTY

15.50 Ensuring nurses are fit and well to care

Anne-Maria Olphert

*Associate Director Children's Community Health Services
Leicester City Community Health Services*

- ensuring nurses are fit and well to care: implementing the high impact action to improve quality and reduce costs
- improving leadership on the wards and the impact on sickness absence
- supporting unwell nurses and those returning from long-term absence

16.20 Supporting nurses in difficulty through remedial and developmental action

Ali Handscomb

*Director
RNA Leadership Solutions*

- supporting nurses to overcome difficulties through remediation, reskilling and rehabilitation
- providing coaching, mentoring and supervision
- improving performance: monitoring and restoring competence
- instigating change as a result of mistakes: avoiding blame and exclusion

16.50 Questions and answers, followed by close

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Thursday 2 December 2010 Manchester Conference Centre, Manchester



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Date

Thursday 2 December 2010.

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