



# Leading Better Care

## Scottish National Blood Transfusion Service

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# Better Health, Better Care (2007)



- 🔥 Safe, effective, person centred
- 🔥 Leading Better Care – redefined the ward sister role:  
[www.evidenceintopractice.scot.nhs.uk/leading-better-care.aspx](http://www.evidenceintopractice.scot.nhs.uk/leading-better-care.aspx)
- 🔥 National Framework for SCNs
- 🔥 Guardians of clinical standards
- 🔥 Clinical Quality Indicators





# Key Roles for SCNs



- 🔴 Ensuring safe and effective clinical practice
- 🔴 Enhancing the patients experiences of care
- 🔴 Managing and developing the performance of the team
- 🔴 Contributing to the organisation's objectives





# Significant investment for SCNs



- 💧 **Finance** – £££££ depended on health board and number of SCNs
- 💧 **LBC leads** appointed in each Board funded by SGHD
- 💧 **Programmes** developed
- 💧 Focus on **responsibility** and **accountability** and leading teams
- 💧 **Quality Improvement**
- 💧 **Time** - 20% protected time Band 7s





## 25 Band 7 Nurses



- 🔴 Professional accountability v Regulatory
- 🔴 Community working – IT issues
- 🔴 Policy awareness varied
- 🔴 Clinical Issues – different levels of knowledge
- 🔴 Scottish Patient Safety Campaign
- 🔴 HAI national policy
- 🔴 Leadership – disempowered!





# Professional accountability v Regulatory





# Leadership



- 🔴 Leadership Roles
- 🔴 Styles
- 🔴 Managing Change
- 🔴 Seven Habits for Highly Effective People  
– Covey



# Interpreting Policy into Good Practice



- 🔴 Policy awareness sessions
- 🔴 Case studies – HR issues
- 🔴 Managing difficult people
- 🔴 Agenda for Change – appraisals, PDPs
- 🔴 Performance issues
- 🔴 Health and Safety – PPE





# Facilitate the sharing of information



- 🔴 Reporting to the staff on performance at end of session – Deferrals, venepuncture rates, waiting times, incidents.



# Enhance staff awareness of clinical and health issues



- 🔴 Healthy Working Lives
- 🔴 Skin Surveillance – 6 months, Flu vaccinations
- 🔴 HAI policy – Hand hygiene audits
- 🔴 88% compliance improved to 99%





# Encourage Safe and Effective Clinical Practice



- 🔴 Clinical Audit
- 🔴 Clinical Practice
- 🔴 Poor performance – Target setting
- 🔴 Training and developments
- 🔴 Complaints



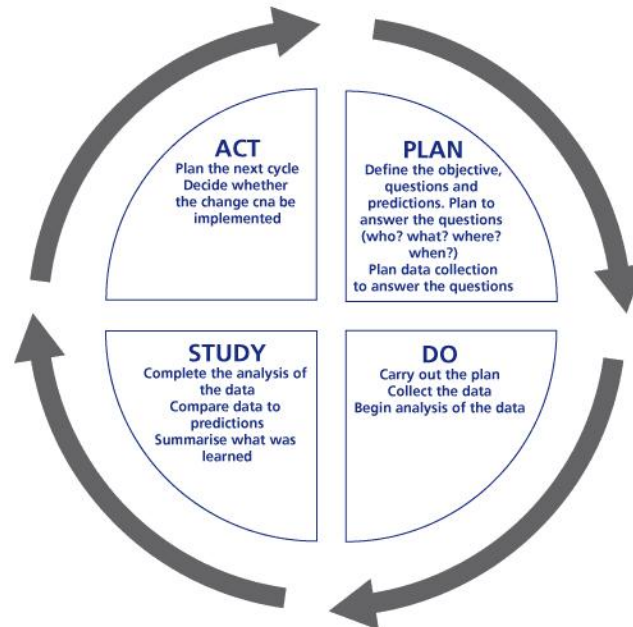
# Differences to practice



- 🔴 Reflecting on own practice
- 🔴 Service Development
- 🔴 Assertiveness and confidence
- 🔴 Supporting staff through change
- 🔴 Enthusiasm for involvement
- 🔴 Empowerment

# Empowering strong clinical leaders

- 🔴 Raise and sustain the quality of health care
- 🔴 Share Successes and Challenges
- 🔴 Plan Do Study Act (PDSA)





# Role Changes



- 🔴 Absence management
- 🔴 Disciplinary
- 🔴 Capability
- 🔴 Clinical workload – audit, infection control, productivity, workforce allocation, governance
- 🔴 Training - planning team needs
- 🔴 Nurse – duty managers – fire, flood



# NSS Organisational Objectives



- 🔴 Improve Customer Service
- 🔴 Partnership Working
- 🔴 Ensure Quality and Innovation
- 🔴 Modernise Working Practices
- 🔴 Increase Efficiency
- 🔴 Enhance Leadership Capability
- 🔴 Develop People



# Transforming the Donor Experience



- 🔴 Project management
- 🔴 Enthusiasm
- 🔴 Essential to success
- 🔴 Sustainability
- 🔴 Phase 1 completed





# LBC Evaluation



- 🔴 “I found that after the training I was more assertive, and was better equipped with the tools I required to make me more effective as a Team manager . I also feel more empowered.”



# I try to think before I speak!



- 🔴 I had a difficult time with one of the team so I found the scenarios we performed very helpful in dealing with situations
- 🔴 I regularly apply the skills that I have learned
- 🔴 *I feel more confident about speaking up about issues*



## Next steps.....



- 🔴 Investment in Band 6 nurses
- 🔴 Benefits
- 🔴 Succession Planning
- 🔴 Corporate leadership course
- 🔴 Encouraged self development
- 🔴 Managing Change improved



# Thanks!



- 🔴 Thanks to all the Nurses / Senior Nurse Managers in SNBTS who have given feedback on the courses and in particular Lynn Cowan from Organisational Development (OD) NSS



Thank you



Questions?