

Developing Management Potential

Note

Health and social care practice and knowledge are constantly changing and developing as new research and treatments, changes in procedures, drugs and equipment become available.

The authors, editor and publishers have, as far as is possible, taken care to confirm that the information complies with the latest standards of practice and legislation.

Developing Management Potential

How to lead, motivate and support
care teams effectively

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To Brittany and Reece
This book is dedicated to you both
Your unconditional love helps to inspire me to write
Thank you for your sense of humour, patience and support
All my love
Adrian



Foreword

I first worked with Adrian when he was a regional operations manager with Highfield (NHP) in 2001. He had his first book – *Positive Customer Care: an Aide Memoire* – published in 2002 by Quay Books. This proved very popular with our staff at the time.

Working with Dr Richard Hawkins he edited *How to Be a Great Care Assistant* published by Hawker Publications in June 2006. Adrian has also written *Managing a Care Home*, published by Quay Books in 2006.

Adrian has had a successful nursing and management career spanning over three decades, working for the National Health Service until 1989. He has held a number of senior management posts working with several national independent care providers throughout the United Kingdom, including Highbank Healthcare, Robinia, Craegmoor Healthcare, Hallmark Healthcare and NHP's Highfield Care, and he is currently the Training Manager for Cambian Healthcare, the country's leading provider of intensive psychiatric rehabilitation.

In addition, Adrian spent three years working as a brain injury case manager working with clients and their families throughout England and Wales. In 2006 he joined Cambian Healthcare in a consultancy position, quickly becoming our Relationships Manager. Through his knowledge of healthcare and Cambian in particular, he took over the vital role of Training Manager.

Adrian delivers Active Care and other training courses. He also manages the extensive training programmes available for Cambian's registered nurses and existing and future care workers.

I am sure that you will greatly enjoy reading his new book and gain a useful insight into the world of management, especially within the independent care sector.

Mike McQuaid
Chief Operation Officer, The Cambian Group



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Introduction

Today, working within the independent care sector, we are faced with a number of complex and difficult challenges when it comes to the delivery of high standards of care and hotel service in the middle of a credit crunch and a deep recession that affects the whole of the country.

When I qualified as a staff nurse many years ago, I could never find a book that explained how to become a better staff nurse and eventually climb the management ladder. There were lots of clinical books available, but few that were written for prospective managers of the future.

I have based much of this book on my personal experiences and I have used some previously published articles and editorials from the journal *Nursing & Residential Care*. I am privileged to have been their Consultant Editor for the last ten years.

The book has been written to encourage readers to examine their own personal professional development.

I have included a number of discussion points which are designed to facilitate discussion and debate between managers and their colleagues. These can also be used as part of staff meetings and or as an integral part of staff training sessions.

Key points form a basic component of some of the chapters, highlighted to encourage further reading and research.

Chapter 1: Where are you now?

This chapter highlights the importance of promoting a positive image in nursing today and also raises the question: Are you fit for the future?

Career development remains at the centre of the book's value; therefore I feel it is important to reflect on the first staff nurse job.

Chapter 2: Developing your management skills

I ask the question 'Is your management up to scratch?'. We often take our managers for granted, but we must all keep ourselves updated and able to deal with day-to-day issues that can arise in any care environment.

Introduction

There is a section on budgets – a simple guide which will prove useful for those managers without a background in finance. Balancing the care home or independent hospital budget has now become pivotal to the success or failure of any care business.

Time management is very important if we are to achieve a good work–life balance, and poor time management can often lead to a breakdown in relationships.

I conclude this chapter by looking at a number of recognised business management styles.

Chapter 3: Improving your communications

In order to improve your communication skills you need to be able to deliver exciting presentations and be able to speak in public. I believe we can learn from the NHS, and likewise I feel that they can also learn many things from the independent care sector.

Chapter 4: Recruiting and managing staff

This chapter deals with some of the most important aspects of the care home manager's role today. Effective staff recruitment and selection ensure that we can build excellent multidisciplinary teams which can provide our residents/patients with the best care and services available.

I also explore the staff supervision/appraisal systems and the preceptorship process. I raise the question about who cares for staff during suspension. This is a sensitive subject, but I feel strongly that we should address this matter.

There is a section on managing difficult people.

Chapter 5: Marketing a care home or care facility

Marketing your care home remains at the top of the agenda when it comes to being a successful manager. Poor marketing can result in a drop in referrals and lots of empty beds.

A successful marketing campaign can result in a full care home plus a healthy waiting list for people wishing to be placed in your care home.

You must also recognise the power of the media if you are to make the most of public relation (PR) opportunities. Promoting your care home in the local community is essential if you desire to raise your profile and enhance your reputation amongst your neighbours.

Chapter 6: Current management challenges

This chapter looks at rehabilitation for older people, mental health issues and making mealtimes memorable. In addition I raise the question: Who pays for wasted medicines? I also discuss religion in a care setting. Is this a private matter?

Chapter 7: Building relationships

This chapter explores the importance of being able to build sustainable relations with outside agencies and how to successfully handle people's complaints.

Providing support for relatives is a foundation stone of any successful care setting.

Chapter 8: Refurbishment projects

From personal experience I am able to discuss some of the issues surrounding successful refurbishment projects. I also discuss working with architects and building contractors.

Chapter 9: Health and Safety in the care home

This chapter covers the basic components of the manager's role in respect of health and safety (H&S).

Because there are so many changes in this area it is vital that care home managers keep themselves up to date with current H&S legislation by regularly visiting the Health and Safety Executive website for new information.

Chapter 10: Sharing best practice

In order for any care provider organisation to grow we need to lead, motivate and support our staff. This chapter looks at promoting care homes and issues surrounding advocacy and the Mental Capacity Act.

Chapter 11: The future care challenges

In this chapter I look into the future of nursing and consider the impact upon nurse education, with the expectation that from 2013 all nurses will be educated to degree level.

Finally I look at the clinical governance process and the importance of managers being able to audit not only clinical practice but also their business.

Summary

It is essential that care home and independent hospital managers are equipped to face the challenges set by government and the Care Quality Commission (CQC).

Whilst training remains vitally important in developing new managers I believe that there is a need for a book which can act as an *aide memoire* for those who aspire to senior management positions.

I believe that successful managers possess similar personal characteristics, and throughout my nursing and management career I have learned a great deal from my mentors, which I still remember clearly after all these years.

Customer service

For the last twenty years in the pursuit of my management career within the independent care sector, I have spent a great deal of my time travelling throughout England and Wales, sometimes staying overnight in a variety of small bed and breakfast establishments and a cross-section of hotels.

I am amazed at how much I have learned from watching the manner in which hotel staff deliver their customer service – how they actually deal with difficult people, how some staff and managers go the extra mile.

I believe that everyone who aspires to become a manager should take a leaf out of the book of successful hotel groups by continuing to improve endeavour to improve the environment of care facilities and at the same time develop their staff team.

This approach can only help to enhance the reputation of care facilities and improve their occupancy where appropriate.

Today there are thousands of people searching the Internet every day for a care placement either for themselves (for a family member) or a client, if they are purchasing care on behalf of an individual.

It is now recognised that customers have become much more discerning and as a result their expectations are much higher than ever before. As a direct result, the National Health Service (NHS) and the independent care sector have had to develop and improve their hotel services and delivery of care, from the types of food provided to the continuing cleanliness of the environment.

The manager's main aim must always be to meet the individual's social and clinical needs whilst engaging with the resident's families and funders.

I hope you enjoy reading this book and that it makes you stop and think that we all have a very special 'duty of care' for those people less fortunate than ourselves.

Author's note

Throughout the book, where I refer to care homes, this is a generic term that can be used for independent hospitals, specialist hospitals and other types of care establishment. Whilst emphasis may be placed on the care of older people, this book is designed for nurses and senior carers working with patients and residents.



Acknowledgements

There are far too many colleagues that I have enjoyed working with since commencing my nursing and management career as a student nurse at Salford Royal Hospital in January 1971 to name them all individually. However, there are some special people who deserve a mention, including my parents, my brothers and sister; Stephen, Carole and Paul and their families for their love; plus my friends including Beryl, Graham, Maggie, Karen, Kate, Jan, Lisa, Claire, Jane, Kerrie, Melissa, Stephen, Emily, Roisin, Simon and Sue for their support.

Thanks to Malcolm Kelshaw and Elizabeth Wagstaff for believing in me and giving me the opportunity to develop my successful nursing and business management career. I learned so much from Elizabeth including the necessity as a manager to always ensure that ‘your ducks are in a row’ before making a decision. Her passion, enthusiasm, professionalism, knowledge and experience taught me always to search and work hard for your success. Her great example and words of wisdom have always stayed with me.

Thanks must go to the *Nursing & Residential Care* editors, including Laura Dean Osgood and the NRC Board members.

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Adrian M. Ashurst
March 2010



Where are you now?

Promoting a positive image

It's becoming a real challenge to attract the right people into the nursing profession. The perception of nursing as a vocational career appears to have changed over the last decade. Some are using nursing as a stepping stone to further their academic goals. However, those who decide to embark upon a nursing career need to demonstrate total commitment and appreciate the responsibility and accountability necessary to fulfil the role.

I believe the manner in which nurses portray themselves can have far-reaching consequences, not only for themselves but the reputation of their place of work.

Rosemary Kennedy – Chief Nursing Officer for Wales – recently commented on the recruitment of nurses:

Attracting and selecting highly motivated people into nursing is vital. I was, therefore, disappointed to be told by a student nurse that she regarded her training as a mere stop-gap, something to occupy her before making up her mind about what she really wanted to do (Kennedy, 2009).

I recognise that nursing is often challenging and sometimes stressful, but nurses must always be prepared to abide by the NMC's professional Code of Conduct.

The NMC has said that:

We remind nurses and midwives that they are personally accountable for their actions at all times, including how they behave in their personal life. It is important to remember that you are equally responsible for upholding The Code in your personal and professional life (NMC, 2008).

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This holds true when nurses use social networking sites such as Facebook.

The NMC (2008) has provided nurses with advice regarding this:

Used properly, these websites are a great way to find old friends, join interest groups and share information.

However, nurses and midwives should remember that anything posted on a social networking site is in the public domain.

What may be considered to be letting off steam about a work situation, can potentially be read by someone who may take offence at the content of a posting.

Nurses could be risking their registration if posting inappropriate comments about colleagues or patients, or posting any material that could be deemed explicit (NMC, 2008).

Nurses who use these websites must always use them sensibly; however, those nurses who choose to misuse the service should be disciplined in accordance with the local policy.

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- Kennedy, R. (2009) Notes from a CNO. *NMC News*, Issue 29.
- Nursing and Midwifery Council (2008) *Your Code of Conduct applies to your personal life*. NMC, London. Available online at: <http://www.nmc-uk.org/>.

Discussion points

- How can we attract the right people into the nursing profession?
- Discuss the various challenges that affect nurses today.
- Why is it important for nurses and carers to use great caution when using Facebook, Twitter and other social networking sites?

Are you fit for the future?

Despite the country's economic downturn, felt by many people, a New Year brings us all the opportunity for a fresh start. I have already noticed how many of my friends and colleagues have signed up for new gym memberships, although sadly – if past records are to be repeated – most will lose their initial enthusiasm by early spring and their attendance at the gym will diminish rapidly.

How many of us complain about putting on weight? Yet still we continue to enjoy all the things we are advised not to eat – plus the lack of exercise. Leading a balanced lifestyle and retaining or improving your physical fitness may result in you feeling less stressed, more energetic and ready to face the challenges presented at work and home.

Staff working in any type of care environment should be willing to set an example to those we care for by supporting their quest to eat more healthily and take regular exercise.

As well as keeping physically fit, I believe that we also need to recognise the importance of keeping ourselves up to date with nursing research, legislation and scientific breakthroughs surrounding the care of people, including those suffering with mental health needs and learning disabilities.

Is the concept of 'lifelong learning' a myth or reality in our care homes today? Nurses must keep themselves up to date if they wish to continue practising as registered nurses in this country; therefore, lifelong learning must become a reality.

The Nursing and Midwifery Council (NMC) (2005) states that

Registered nurses need to meet the NMC post-registration education and practice (PREP) continuing professional development (CPD) standard which is to:

- Undertake at least five days or 35 hours of learning activity relevant to your practice during the three years prior to your renewal of registration.
- Maintain a personal professional profile (PPP) of your learning activity.
- Comply with any request from the NMC to audit how you have met these requirements.

Training and ongoing personal development must be at the forefront for all our staff, from the delivery of robust staff induction programmes through to regular in-house training sessions. Staff should be encouraged to undertake their NVQs to raise the clinical and business standards in the care home. Spe-

cialist training can be expensive; however, it is a worthwhile long-term investment in our most important asset.

Poorly trained team members may put themselves and their residents at risk if the care home's local policies and procedures are not adhered to. Ignorance cannot be seen as a defence for poor practice; while protecting residents from all forms of abuse, staff must be trained to recognise the 'tell tale' signs displayed by the most vulnerable residents and what to do if they suspect that any form of abuse is taking place.

Registered nurses have a wealth of knowledge that they can pass on to their colleagues, and designing a comprehensive in-house training programme using your own team members will give them confidence and a feeling of being valued. Successful care homes have already adopted these simple steps to improving all their staff's knowledge and I believe that you should share your experience with a much larger audience.

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- Ashurst, A. (2008) Editorial. *Nursing & Residential Care*, **11**(15).
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Discussion points

- Why is a robust staff induction programme very important for all newly appointed members of the care staff team?
- How can you encourage and motivate staff to share their best practice?
- How will you encourage staff to continue to keep themselves updated in their clinical and managerial development?

How do other people see you in your present role?

It is important that you acknowledge what other people think about you in the work place. Three hundred and sixty degree feedback is important between the staff and managers; however it is essential that managers are not found to allow themselves to be managed by the care team.