

EXPERIENCE AT THE ROYAL FREE LONDON NHS FOUNDATION TRUST

Overseas Corporate Scholarship Program for Leaders
2016/17 in Leadership

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Outline

- Introduction
- RFL NHS Foundation Trust
 - Overview
 - Mission, Vision & Core value
- Observations
- Conclusion

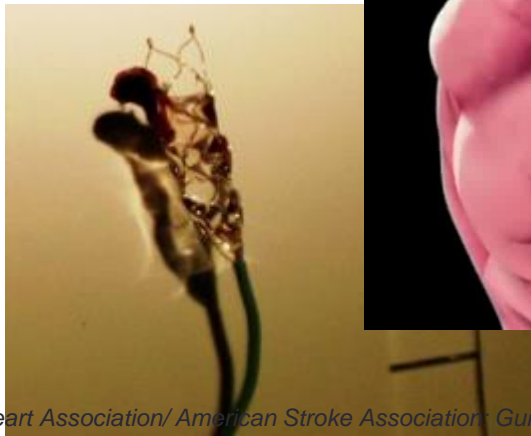
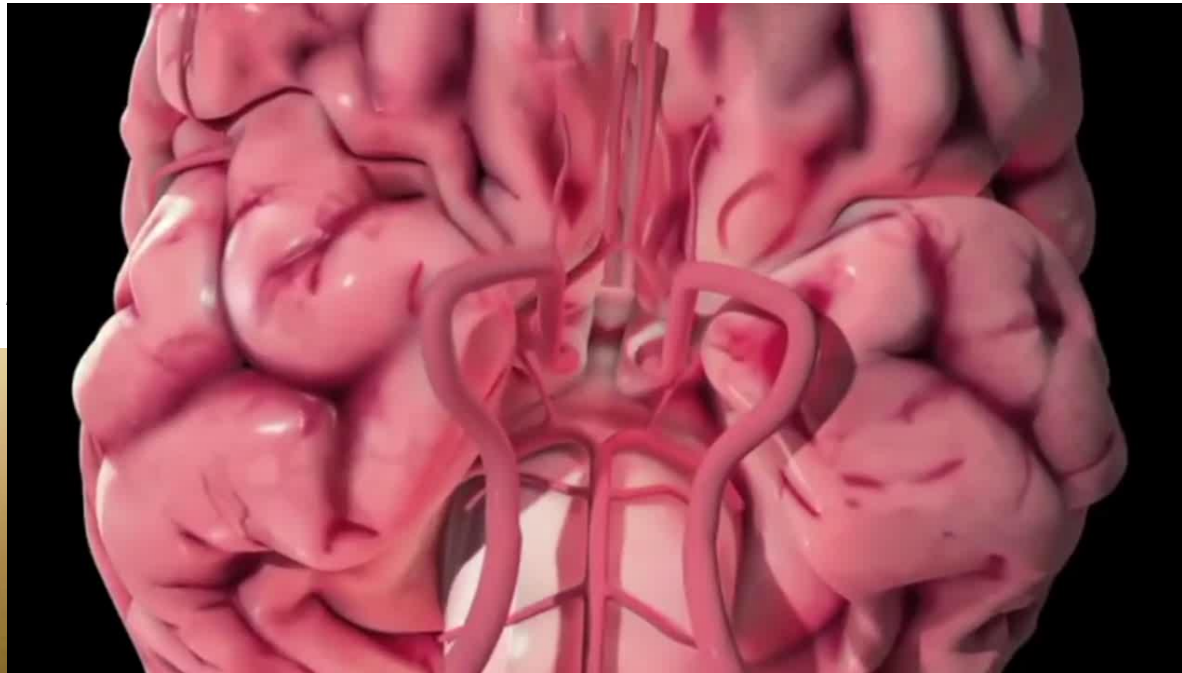


Introduction

- Overseas Corporate Scholarship Program for Leaders 2016/17
in Leadership
 - Nursing Service Division, Hospital Authority
 - International Clinical and Development Programme, Royal Free International
- Objectives of the program
 - To broaden perspectives in international health care system
 - To build up leadership competency as clinical leaders

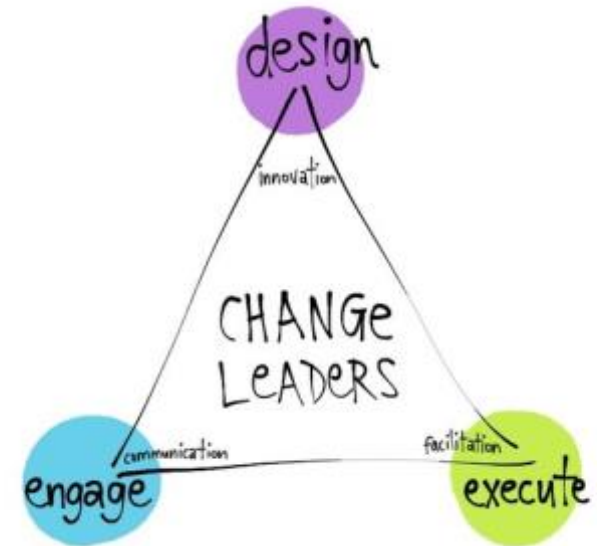
Introduction

- Tremendous changes in Radiology
 - Rapid expansion of service demand
 - Advancement of imaging technology
 - Example: Intra-arterial Thrombectomy for Acute stroke
 - Time is brain
 - 1.9 million cells dying per sec*
 - Highly collaborated team
 - *A&E, Stroke & Radiology, etc.*



Personal Objectives

- To learn about overseas health care organization structure and nursing leadership
- To acquire knowledge on leadership
- To acquire skills to analyze and evaluate the roles of leaders in planning, building framework of change, guiding and implementing change



Introduction

- The program
 - Royal Free London NHS Foundation Trust
 - Training period: 10th to 28th Oct 2016
 - Group of eight clinical leaders from HA comprising
 - DOM, NC & WMs
- Key elements of program
 - Clinical observation
 - Workshops
 - Lectures



The Royal Free London NHS Foundation Trust

- ❑ 3 Flagship hospitals : Royal Free, Barnet & Chase Farm Hospital
- ❑ 1500 beds with ~1.6 million patients per year
- ❑ 30 satellite sites in the community
- ❑ One of the leading teaching & research trusts in UK



Mission, Vision & Core Values

- Vision
 - Deliver world class expertise & Local care
- Mission
 - Excellent outcomes in clinical services, research & teaching
 - Excellent experience for patients, staff & GPs
 - Excellent financial performance
 - Safe & compliant with all regulatory & outcome standards
 - Continual development of a strong & highly capable organization

- Values
 - Positively welcoming
 - Actively respectful
 - Clearly communicating
 - Visibly reassuring



Governing philosophy of RFL : Set of Behavioral framework

- Develop together with staff and patient
- Embed into the daily works
 - Include in the team meetings
 - Use the value as
 - Role model
 - Appraisals
 - Recruitment of new staff



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Observations

1. Patient Centered Leadership

- Initiatives for Improving Patient Care Outcomes
 - Patient centered leadership training to all levels of staff
 - Solicit regular feedbacks via various channels
 - Staff survey, focus groups, Friends & Family Test, Patient advice & Liaison Service
- Place emphasis on Patient experience/ Outcome
 - Clear role & responsibilities of staff involved in patients' journey
- Staff Empowerment
 - Involve staff in decision-making
 - Empower via training
 - Involve in discussion of career development
 - Facilitate others to achieve positive outcomes



Observations

2. Power of Leadership toolkit: From License to Lead & Manage

- For all levels of staff
- Web-based library providing tools and resources
- Develop Leadership capacity & Personal Awareness
 - Provide proven methodologies of leading, change Mx, etc
 - Healthcare leadership models
 - 9 dimensions of leadership behavior
 - Manage self through self-awareness
 - Self emotions, strength, weakness, needs drives & recognize feelings
 - Leading and managing others
 - Help Catalyzing and unleashing leadership potential
 - Guidance to help learner to set SMART goal & objectives
 - Deal with difficult staff & conversations with AIID
 - Act, Impact, Inputs, Desired outcome
 - Use GROW model to coach staff
 - Goal, Recurrent reality, Options, Will



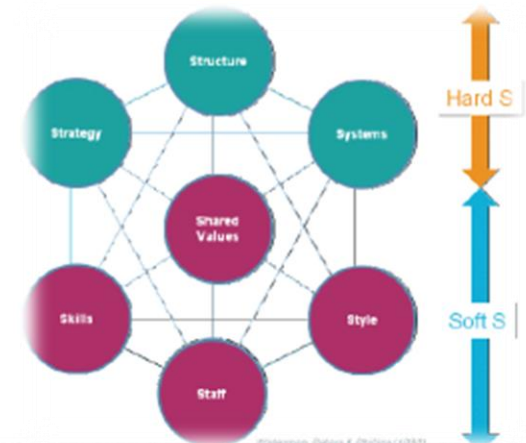
- Inspiring shared purpose
- Leading with care
- Evaluating information
- Connecting our service
- Sharing the vision
- Engaging the team
- Holding to account
- Developing capability
- Influencing for results



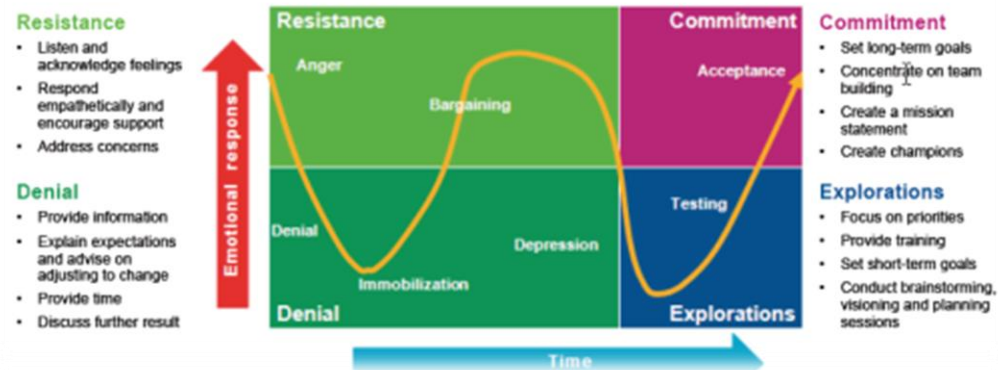
Observations

2. Leadership toolkit: Examples of application

- Leading team and change
 - Create High performance team
 - Leading changes
 - *Influence the direction of change by analyzing and planning instead of controlling*
- Examples of Tools
 - Resistance to change
 - SWOT analysis - Strength, Weakness, Opportunities, Threats
 - 7S model- Cultural Style, Number of Staff, Skill & Share Values, Strategy, Structure & System
 - Develop a clear change message
 - Stages of change



2. Identify actions you can take to move your team forward and shorten the duration of the **change cycle** using the Stages of change model as an Appropriate Leadership Responses matrix.



Observations

3. Patient Discharge & Flow Program

- SAFER Bundle
 - Senior review all admission & before discharge
 - All patients have expected date of discharge
 - Flow – early assessment of discharge cases
 - Early discharge pts by ready all document
 - Review of long stay cases
- Multidisciplinary Team
 - Daily Board Meeting
 - Mx plan, early identification of difficult discharge cases
- Bed Coordinator
 - Whole hospital bed prediction
 - Three times/ day meeting
- Transport & Discharge Lounge
 - Area for waiting transportation/ medications after discharge



Observations

4. Admission Avoidance Service

- Triage Rapid Elderly Assessment Team Services (TREAT)
 - Community-based integrated care model
 - Reduce unplanned & unnecessary admission
 - 7-day service led by Geriatrician
 - Nurses, PT, OT, Pharmacists & Social workers
 - Comprehensive prevention service for complex elderly from AED
- HOT Clinic
 - Rapid assessments to elderly pts
 - Minimize unnecessary attendance to AED
- Post-Acute Care Enablement (PACE) & Rapid Response Team (RR)
 - Keep at home treatment



Observations

5. From Worst to Best: Infection Control Team

- Involve in devising and stringently implementing policies
- No hospital acquired MRSA since 2012
- Hand Hygiene promotion
 - Auditory reminder at entrance of Clinical area
 - Bared below elbow
 - 'No' white coat for Doctors
 - Encourage patient to ask
- Infection control practice Educator
- Prevent cross infection/ contamination
 - Disposable toileting utensils, macerators
 - Labeling of disinfected equipment
 - Only High level isolation unit



Conclusions

- RFL NHS Foundation Trust is featured with
 - Strong leadership
 - Practical leadership tools for staff training
 - Easily access, put theory into practice
 - Equip staff with appropriate mindset & skills as key of leadership
 - Engage staff to make positive change
 - Engage patients & their families in evaluating health care services
- HA leadership Training program - Management 001/101/202/303
 - Comprehensive, well organized & structured
 - Effort to promote leadership, to meet the challenge in the new era of health care service



Acknowledgment



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**THANK
YOU
FOR
YOUR
ATTENTION**