

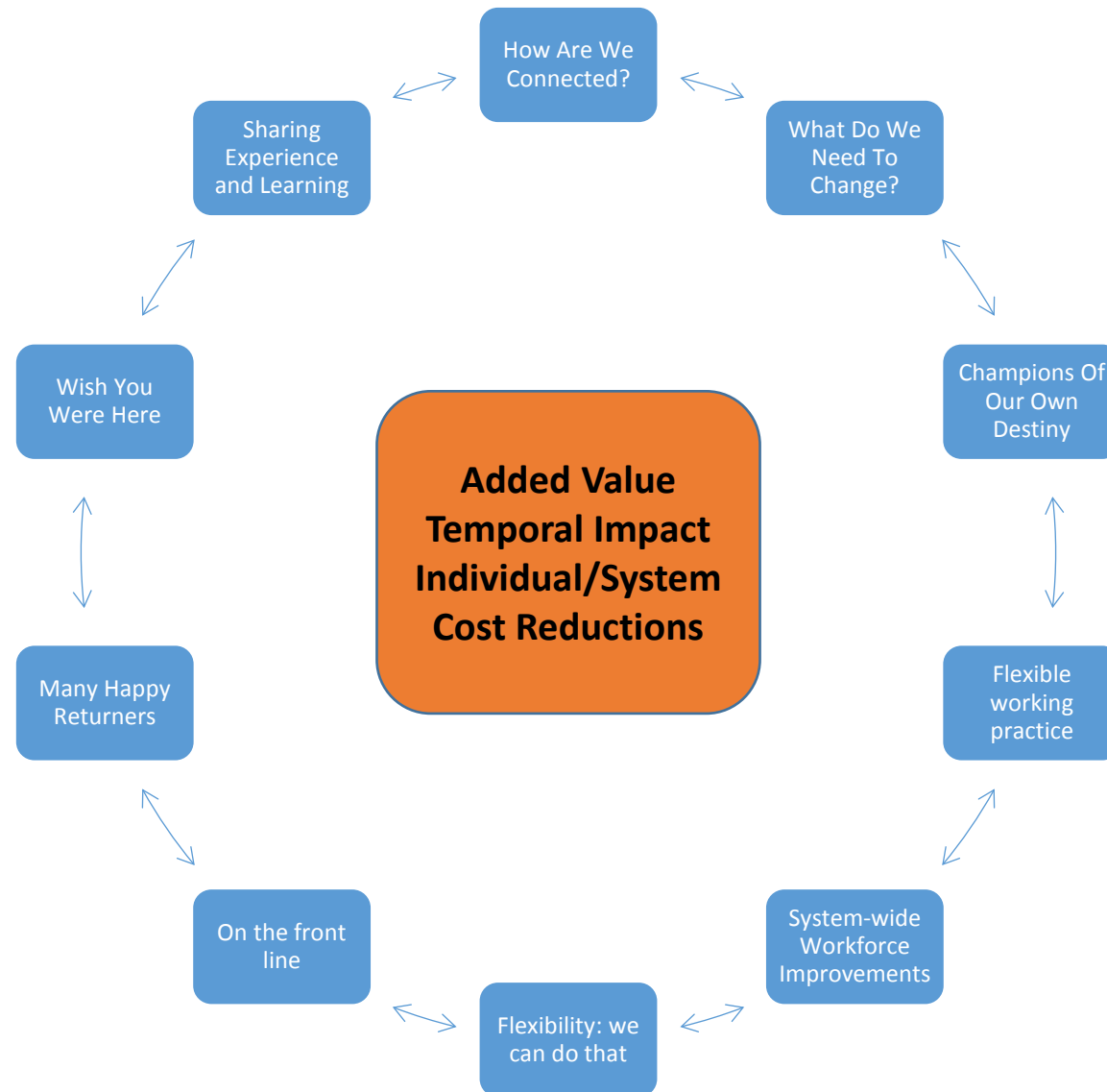
Reframing the model: An exemplar of high value CPD

David C Benton RGN PhD FRCN FAAN

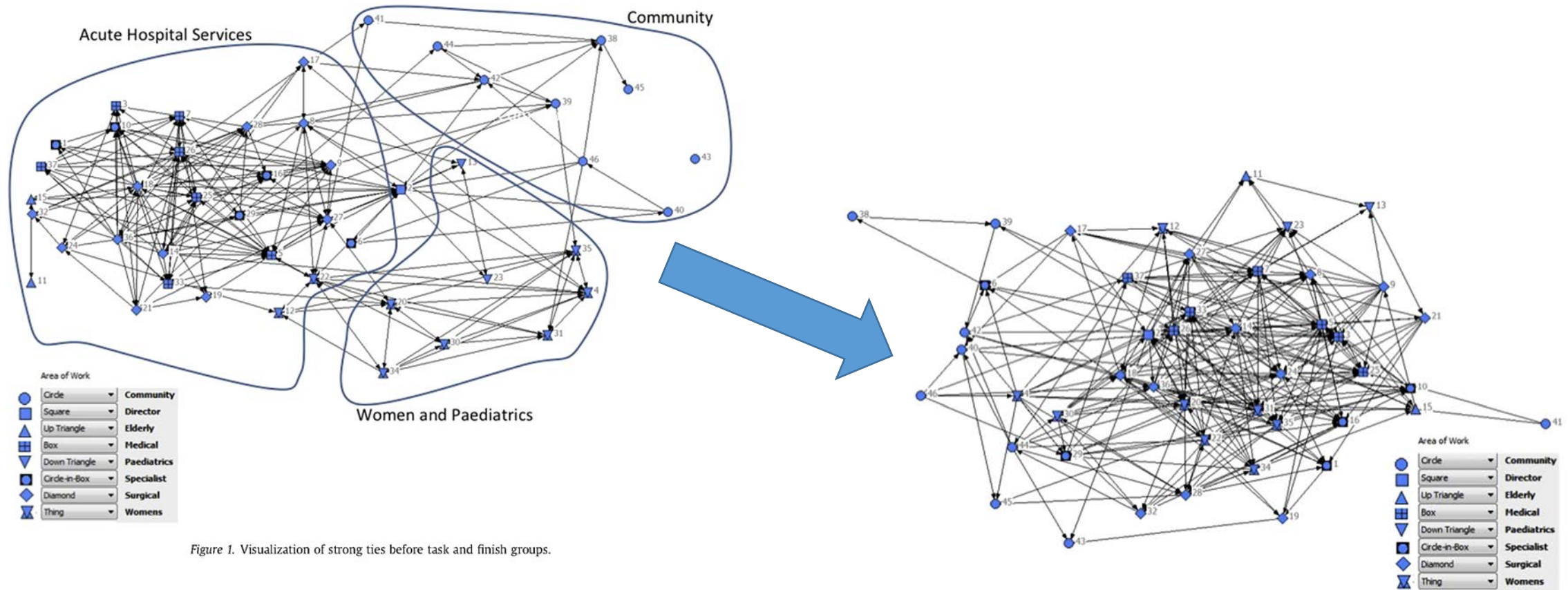
Chief Executive Officer

National Council Of State Boards Of Nursing

A Journey of Fundamental Change



From Isolated Communities of Leaders To Increased System Capacity



What Did We Do, Learn & Disseminate?

Ideas and opinions



CHAMPIONS OF OUR OWN DESTINY

A consequence of delivering flexible working practice

Comment

Our brains love patterns—they help us to sort, process and deal rapidly with mountains of information. The unique result is a set of behaviours that help us to get things done on a daily basis. However, there are times when we do need to question whether these existing patterns continue to be helpful to us. Organisations are no different, essentially they are a collection of behaviours too they have their preferred way of doing things and this is what becomes the culture.

The 'Ideas and opinions' featured in this issue are two good examples of initiatives started by individuals who have paused long enough to ask the questions, 'Why do we do it this way?' and 'How might we want to do things differently?' The outcomes are exciting, as they clearly demonstrate that by engaging key stakeholders in the process, the outcomes are that much more meaningful, and everyone learns.

Susan Hamer
Editor

Flexibility: we can do that!

Why do we hear so much talk about flexibility, but see only patchy implementation of a wide range of approaches? When services are as busy as they are today it seems like common sense to use flexible employment to manage some of the problems we face. Well, this is the question and the solution that clinical

nurse managers in Grampian pursued recently. Grampian is located in north-east Scotland, with a population of 500 000 spread across 1000 square miles, but with significant numbers living or working in and around Aberdeen. Aberdeen is the capital of the oil industry in Europe and second like common sense to use flexible employment to manage some of the problems we face. Well, this is the question and the solution that clinical

Many happy returners

Rachel Hitchcock explains how a flexible approach has attracted experienced staff back into nursing



Love being back
Jane Fleming decided to focus on her nursing career again after 20 years of other interests. 'The desire to nurse had remained with me for all the years that I had been out of the industry. But I was very busy just then, raising 3 kids. This was in full-time grade 6 employment within the month. Eighteen months on, she has just been promoted to grade 7, and is still working.'

Right thing to do
Neville Hamilton was asked if working for 15 years after leaving in 1996 to raise a family. 'I would never have thought I would ever return to work. I had my own business and was doing the international circuit.'

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Great initiative
Gave Lyles undertook the challenge of recruiting staff during 2005 and now works in the community. 'I had been working for 20 years and felt that I had lost touch with the industry. I was asked to return to work and I was able to do so. I was able to do so because of the flexible working arrangements that were in place. I was able to do so because of the flexible working arrangements that were in place. I was able to do so because of the flexible working arrangements that were in place.'

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on the front line

David Benton describes a 'new system' for managing the deployment of front-line staff

STAFFING is not an exact science, but it is a complex one. It involves the process and culture of the organisation. When it comes to the 'new system' approach, it is a matter of finding the right mix of staff to deliver the services that are required. It is a matter of finding the right mix of staff to deliver the services that are required. It is a matter of finding the right mix of staff to deliver the services that are required.

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INNOVATION IN PRACTICE

Flexible working practice: Celebrating a 'can do' approach

Jana Ormrod—Lead of Practice and Professional Development, NHS Grampian Practice and Academic Development Unit, Newcastle, Scotland

Abstract: There has been a major focus on the recruitment and retention of nurses and midwives in the health service over the past few years in order to deliver and develop an efficient service to meet changing health care needs (Scottish Executive Health Department, 2001). A number of issues have been used to tackle the problem, among them encouraging staff, primarily managers, to consider a variety of ways to recruit and manage nurses flexibly. In Scotland, this has been approached recently through the 'Sharing Working Lives' Collaborative 'Can Do' Approach, introduced recently by the Centre for Change and Innovation, Scottish Executive Health Department, 2003). This initiative involved a number of individual local projects that were supported by the centre and then published in a number of conference days in Scotland.

Keywords: workforce development, change, facilitation, personal development

Introduction

The Grampian workshop

NHS Grampian in the north east of Scotland, identified recruitment, retention and flexibility issues as priorities, as part of the Nursing and Midwifery Strategy. They were further championed and supported by the Director of Nursing in NHS Grampian, David Benton, together with a range of other stakeholders. This was approached through a one day conference held in Aberdeen in May 2003. The original day was then adapted by the author to provide an alternative approach for managing human resources personnel and practice developers who attended national conference days hosted by the Centre for Change and Innovation in Scotland. The purpose of the conference was to share good practice and the tools used to promote flexible working practice.

The purpose of this article is to focus on and reflect upon both the initial approach taken in NHS Grampian as well as challenges, difficulties and good practice and reflections from a large adaptation of that approach, during the original good practice and supporting others with their recruitment role in their own context. It is the first time that this approach has been published in a journal.

Work already completed on other parts of the Grampian Nursing and Midwifery strategy had indicated that front-line staff were keen to become involved and take ownership of issues that affected their everyday practice and care patient care.

The critical factors are that, instead of being passive recipients of change, nurses and midwives had to initiate, drive and engage with change proactively. It was this philosophy that guided the planning and execution of the workshop. A named facilitator was recruited from a nursing facility on site created from a training and Midwifery Professional Development Unit and together with the Director of nursing the day was planned, limited on basis on the part of the facilitator to engage staff with the issues, share good practice and create new ideas was high. However, adopting a 'can do' approach is far more than just how do you actually engage with staff, it is also about how to do it. It is about the adaptation of that approach, during the original good practice and supporting others with their recruitment role in their own context. It is the first time that this approach has been published in a journal.

Sharing experiences and learning

How can nurses share their experiences and learn from each other? David Benton, Cecilia Chapman and Elinor Smith show how, by describing a pioneering initiative for nursing and midwifery services in Grampian

Sharing Experiences & Learning

Name: Shire Cecilia Chapman
Current Details: Ward 6, East End, Aberdeen Royal Infirmary, Aberdeen AD33
Email: shirec@nhs.uk

Topic: Towards a modern approach to the care of Deep Vein Thrombosis

Abstract: The initiative was to help staff to share their experiences and learn from each other. It was a pioneering initiative for nursing and midwifery services in Grampian.

Wish you were here?

One way to boost nurse retention is to let people go—temporarily. Joe Collier reports on an innovative strategy that allows staff to take sabbaticals

Abstract: The initiative was to help staff to share their experiences and learn from each other. It was a pioneering initiative for nursing and midwifery services in Grampian.



David C Benton
June 2003

A Paradigm Shift Towards Next Generation Accreditation

From

- Individual/Program
- Node/Person
- Problem Focus
- Done to (Mandatory)
- Static Learning
- 10, 9, 8,
- Point in Time

To

- Organization/System
- Network of Connected Actors
- Solution Sharing
- Choose to (Self-Motivated)
- Action Learning
- We Have Liftoff
- Return on Investment