

# Workforce Issues in Rural Healthcare

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# Today...

- How do you lead and motivate the workforce in a rural setting
- Focus on what you already know and do well.
- Address issues that you raise as important.
- Work on some practical solutions you can try out.
- Anything else that crops up!



# Leading & Motivating teams a rural context

- Dispersed populations and workforce
- Limited health service budget
- Increased expectation from the public
- Concerns over quality and nursing attitudes, skills and behaviour
- A new set of organisations and a new system



# Definitions

- Kotter 1996
- Management -concerned with planning, budgeting, organising staffing controlling and problem solving  
“getting the job done”
- Leadership – establishing direction aligning people, motivating and inspiring
  
- Kings Fund Commission 2011
- “The art of motivating a group of people to achieve a common goal.”







# TEAMWORK

A FEW HARMLESS FLAKES WORKING TOGETHER CAN  
UNLEASH AN AVALANCHE OF DESTRUCTION.

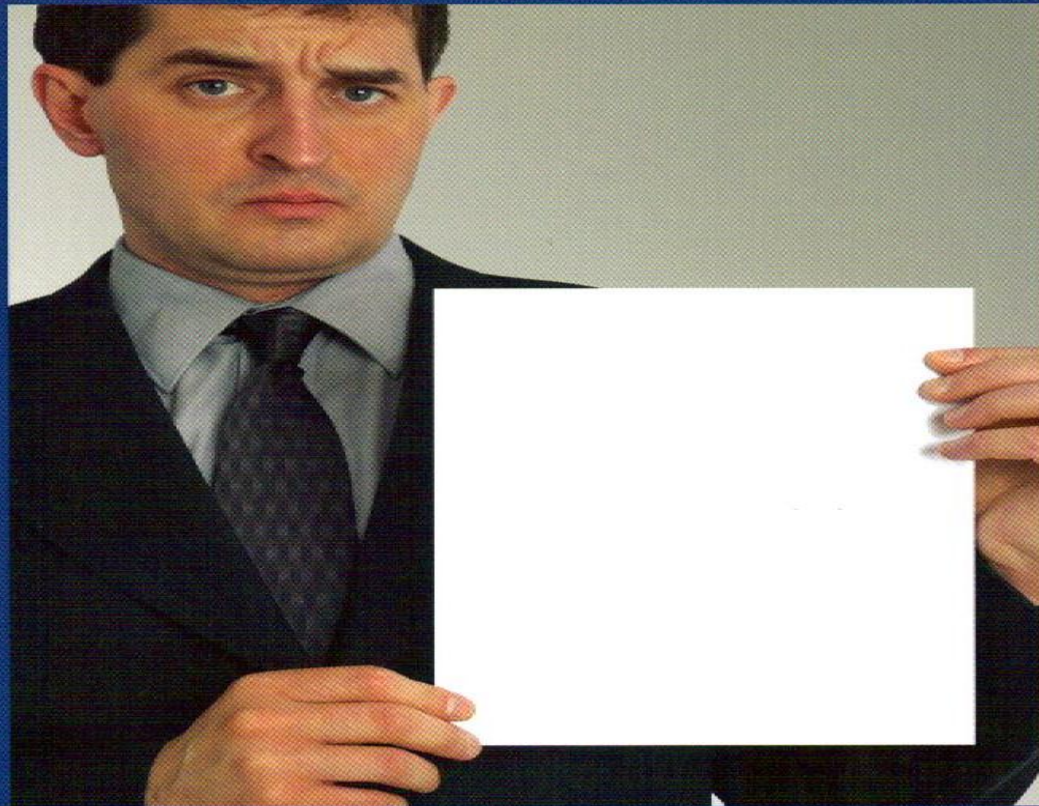


# What is a Team? Are you in one?

- A **team** comprises a group of people [or animals] linked in a common purpose. Teams are especially appropriate for conducting tasks that are high in complexity and have many interdependent subtasks.
- A group in itself does not necessarily constitute a team.
- Teams normally have members with complementary skills and generate synergy through a coordinated effort which allows each member to maximize his/her strengths and minimize his/her weaknesses.
- Team members need to learn how to help one another, help other team members realize their true potential, and create an environment that allows everyone to go beyond their limitations.



**For the team building exercise Steve listed everything he liked about his job and his colleagues.**







# Engagement: What is it?

- “... what happens when people think and act positively about the work they do, the people they work with and the organisation they work in.” [NHS Employers 2012 ]



# Why does it matter?

- Correlation between nurse engagement and quality of patient care
- Engaged employees more productive, healthier and lower sickness absence
- Engagement linked to effective team work, good communication and a safety culture
- NHS Staff survey  Patient survey [Aston University]
-  Safety and efficiency savings [NHS Institute]



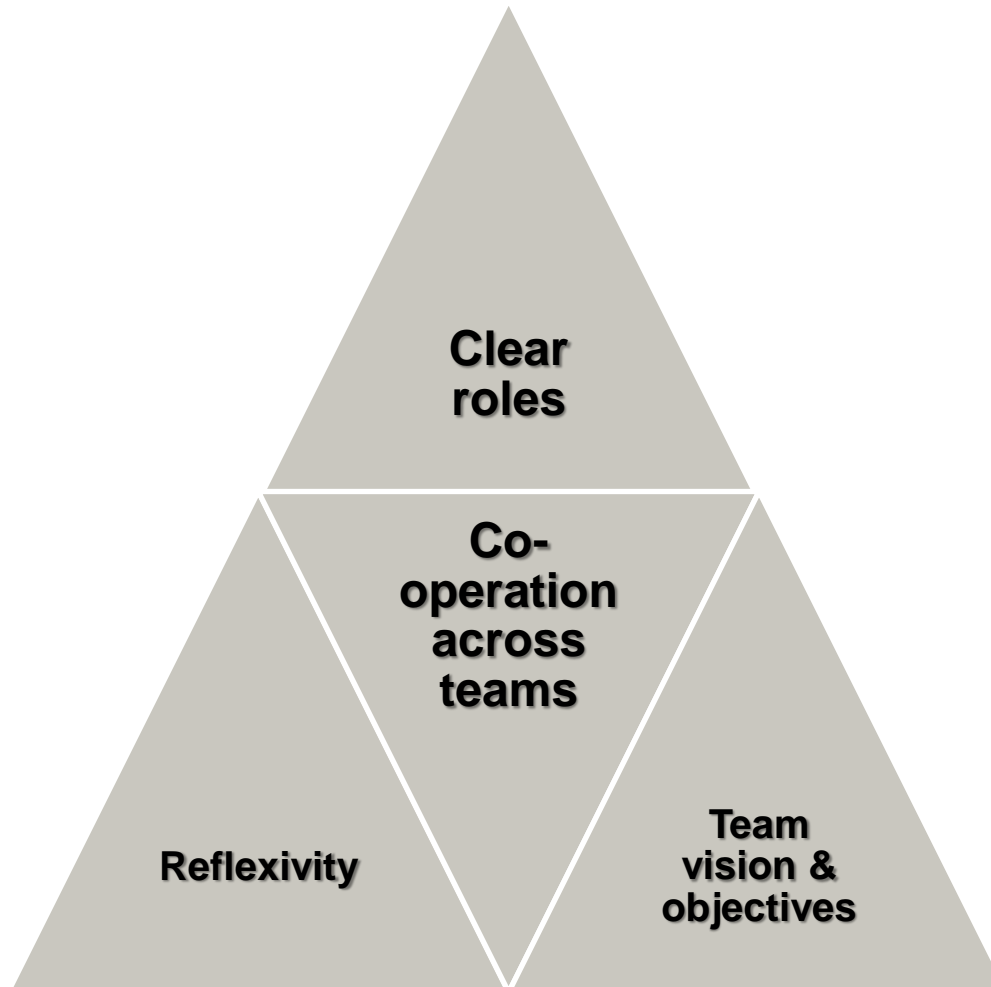


# So how do you do it?

- Leadership – upbeat & self confident
- Listen and learn from your staff
- Positivity
- Role modelling
- Well structured appraisal
  - Clear, challenging, measurable and agreed objectives
  - Conversation makes me feel valued, respected by my manager and helps me do my job better



# Team based working *Leadership Academy*



Culture of high quality care and safety depend on distributed leadership ensuring....

- Patient focus
- Clear, aligned goals and objectives at every level
- Good people management
- Positive emotional environments and relationships
- Employee engagement
- Real team working
- Values based leadership [Michael West 2011]



# The NHS Leadership Framework

*Leadership Academy*

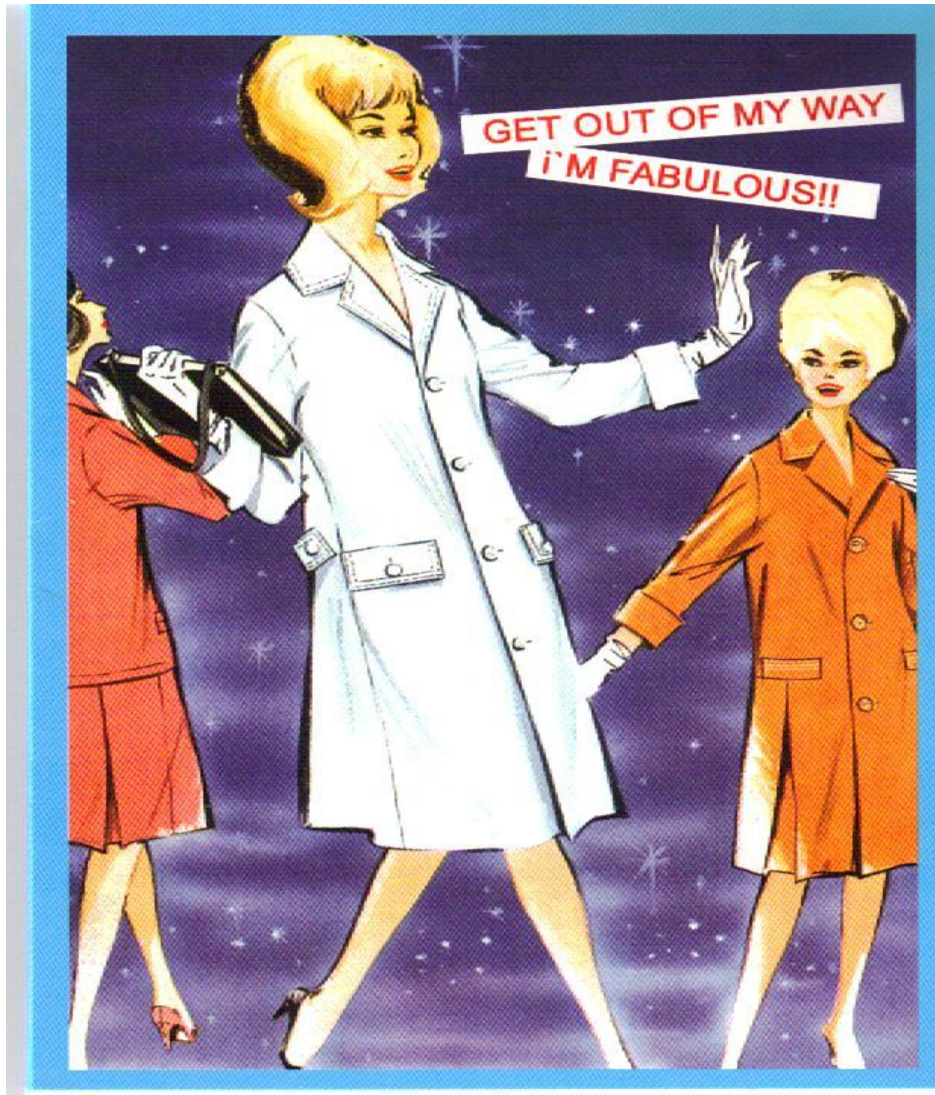
Includes five core domains:

- Demonstrating Personal Qualities
- Working with Others
- Managing Services
- Improving Services
- Setting Direction

Two additional domains:

- Creating the vision
- Delivering the strategy









ZIGGERS

**"It's Monday morning, Miss Berstresser. Let the merriment commence."**

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