

RADIOGRAPHER ADVANCED PRACTICE

***A Manager's Perspective?
Humm, so what's in it for
me?***

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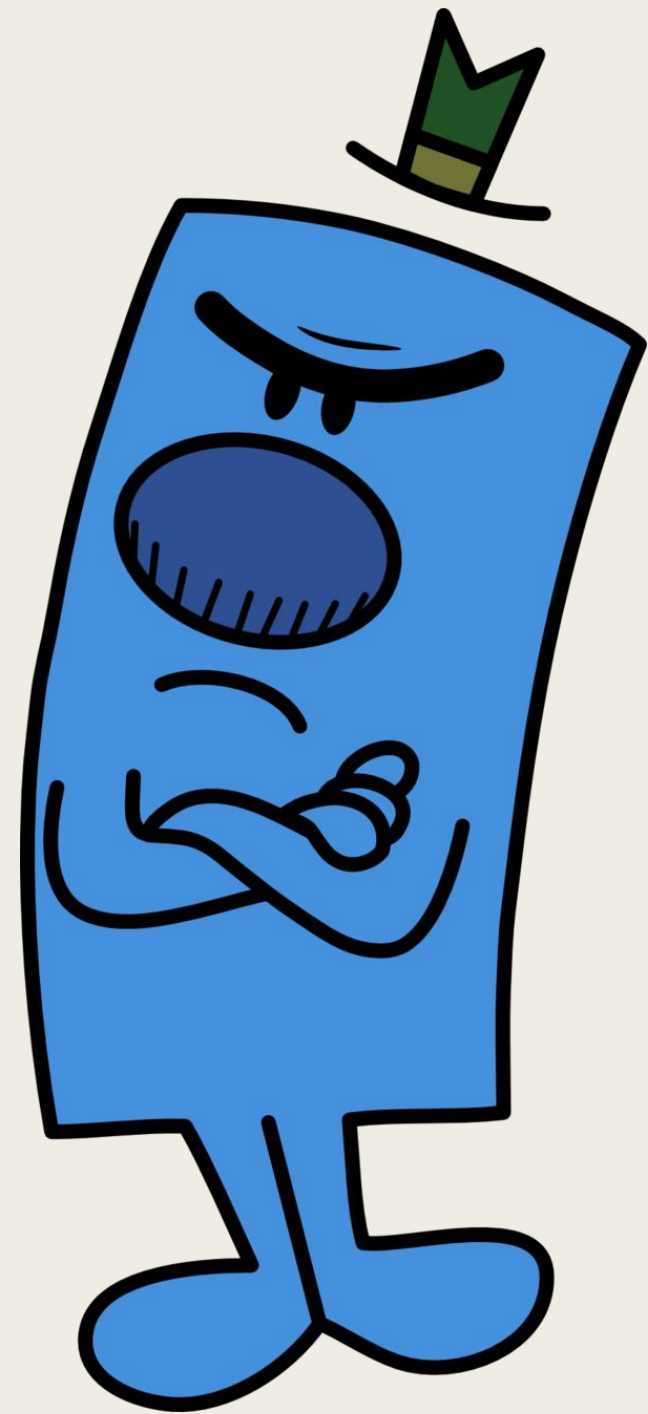
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Perceptions?

- What are the barriers?
- What are the priorities?
- Why might your perceptions be negative?
- How can you use advanced practice to solve problems?
- How do you optimise your chance of being successful?



Command and control vs Innovative/open leadership


- Very tough healthcare agenda
- Financial pressures will limit solutions available
- Restrictions on authority/ approval
- Narrow margins for error - ? Innovations
- Potential for a disconnect between managers and teams
- Negative impact on team morale and engagement

“ *Leading others through periods of change, uncertainty and challenge requires personal commitment, energy, integrity and excellent communication* ”

But – there is no money!




Organisational resilience: A definition?



"the ability of an organisation to anticipate, prepare for, respond and adapt to both incremental change and sudden disruptions in order to survive and prosper.

British Standard, BS65000 (2014)

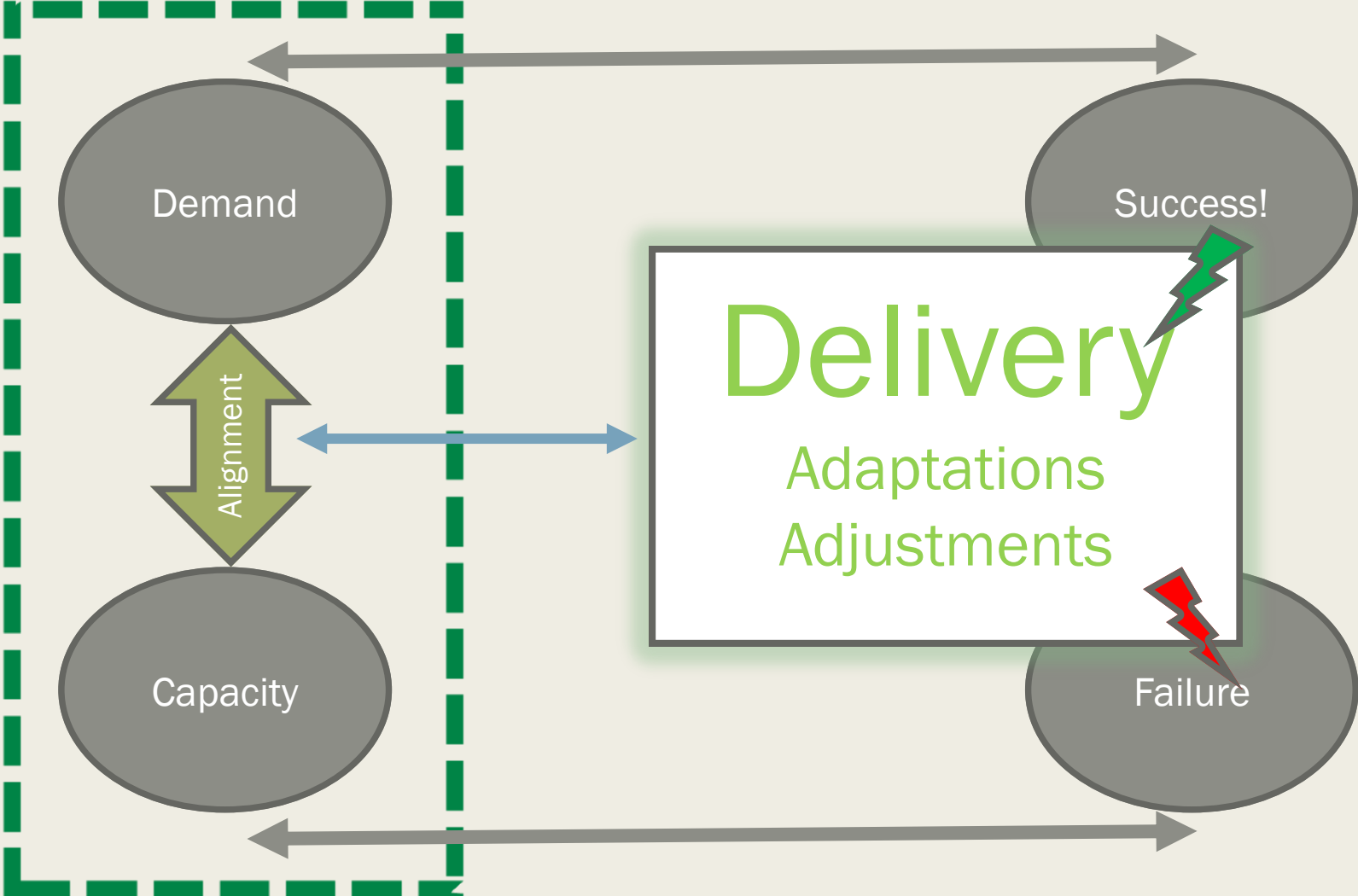


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- Respond
 - Reflect
 - Learn
 - React
 - Aware
 - Planned
 - Managed
 - Change
 - Contingency
 - Anticipate

The nine 'must dos' for every local system

- Determine what are our critical milestones for accelerating progress in 2016/17
- Return the system to financial balance
- Develop and implement a local plan to address the sustainability and quality of general practice, including workforce and workload issues.
- Get back on track with access standards for A&E and ambulance waits
- Delivering efficiency savings through actively engaging with the Lord Carter provider productivity work programme and focusing on agency spend
- Maintain waiting standards that more than 92 percent of patients on non-emergency pathways wait no more than 18 weeks from referral to treatment
- Deliver the 62 day cancer waiting standard by securing adequate diagnostic capacity; continue to deliver the constitutional two week and 31 day cancer standards and make progress in improving one-year survival rates by delivering a year-on-year improvement.
- Deliver actions set out in local plans to transform care for people with learning disabilities
- Develop and implement an affordable plan to make key improvements in quality in locally determined areas.

Resilience Model



Our Shared Purpose

System Drivers

- Are processes and systems aligned?
- Is there flexibility within system?
- Contingency plan

Engagement

- Are the right people engaged?
- How to mobilise the right people?

Leadership for Change

- Do all leaders have skills to transform?

Spread of innovation

- Is innovation built into our plans from the start?

Improvement

- Are we using evidence-based processes?
- Can we lead development?

Rigorous Delivery

- Effective monitoring of planned objectives
- Delivery of change

Measurement

- How are we measuring outcomes?
- Continuous & transparent?

Team engagement



Mentored

Valued



Challenged

Clear Mission



Involved

Empowered



Appreciated

Trusted



How to start...

- Be honest... is this about your aspirations or the service?
- Do you know the current challenges faced by the service?
- Can you solve a problem?
- What is it that you are requesting?
- Do you need to do any preparation – scene setting story telling?
- Are you being realistic?
- Can you justify what you are proposing to yourself?

Be realistic and positive

- This is going to take time
- Build your story, and spend time getting your manager's support
- You will have knocks and you may need to compromise
- Don't lose sight of your vision
- This is not about you and your personal aspirations
- Think of timing, business planning and budget cycles – these have a big influence on investments
- Think about who it is that you need to influence – think big!
- Build your story and tell it to anyone that will listen

The business case...



A business case captures the reasoning for initiating a project or task. It is often presented in a well-structured written document, but may also sometimes come in the form of a short verbal argument or presentation

You need to convince people that...

- there is a problem that needs to be solved
- the solution you propose is the right one
- you have the data to show this and will be able to monitor impact if successful
- you are not being over ambitious or over stating the benefits
- you are aware of risks
- your costs are justified and not excessive
- you can state what success looks like

Leadership: A definition?

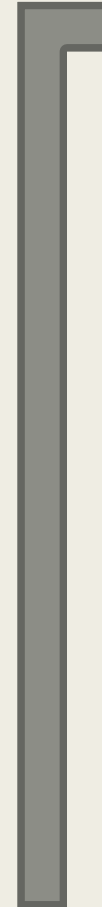
There are almost as many different definitions of leadership as there are persons who have attempted to define the concept

(Bass)



Leadership is a development of a clear and complete system of expectations in order to identify evoke and use the strengths of all resources in the organization the most important of which is people.

(Batten)



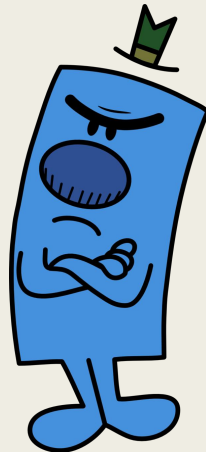
- Inspiring shared purpose
- Leading with care
- Evaluating information
- Connecting our service
- Sharing the vision
- Engaging the team
- Holding to account
- Developing capability
- Influencing for results

Leadershipacademy.nhs.uk

- I fancy doing some study and I think the department needs some advanced practitioners in order to look good (it will also make my CV look good).
- I'm motivated and the best at what I do, so this is something that I deserve.
- If I do this then we don't need to invest in others doing it which will save time and energy (I'm the best at it anyway).

Vs

- We really need to think about doing things better in order to improve patient experience.
- We can increase patient volume and quality if we implement change.
- Initial investment in development will drive efficiency and cost improvement



Good Luck!