

CREATING CLINICAL GOVERNANCE THROUGH "VALUES" BASED DEVELOPMENT IN ENT AND MAXILLOFACIAL SURGERY

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BACKGROUND

The concept of Clinical Governance within the NHS in Scotland was formalised in the White paper *Designed to Care* (1997). Clinical Governance makes the integration of quality implicit in health care and ensures Trust Boards are held accountable for quality issues. "Guidance on Clinical Governance" (Mel(1998)75) indicates a key aim of Clinical Governance is to ensure that quality is considered in all aspects of managerial and clinical decision making. Furthermore the organisation must: "Create a culture in which delivery of the highest standards possible of clinical care is understood to be the responsibility of everyone..... Those providing care will be appropriately trained and have the skills and competencies required to deliver the care needed; continual professional development and life long learning will take place".

Within the ENT and Maxillofacial Surgery Department, Monklands Hospital, these principles are very much in tune with the philosophy of the ward. The department strives to nurture a learning culture where a questioning approach is encouraged and evidence based practice is valued.

A number of methods have been used to promote this including:

- ❖ Values based development tool
- ❖ Staff driven change within the department
- ❖ Clinical Effectiveness, Audit and Dissemination

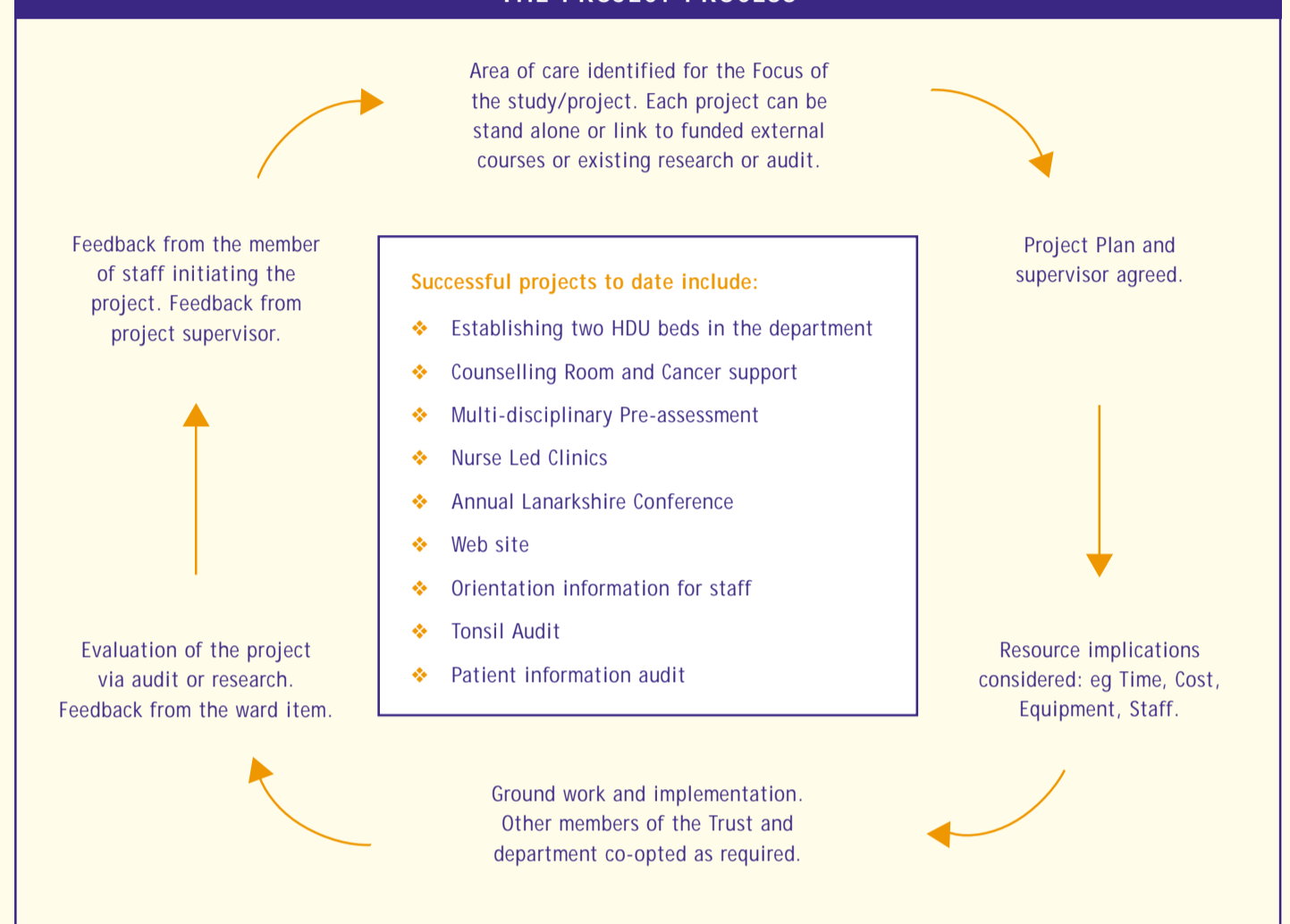
VALUES BASED DEVELOPMENT

Historically there has been no consistent staff development process within Monklands Hospital. Utilising the Trust Training and Development Department, we implemented a Values based assessment tool. This has the advantage of creating a development tool which relates directly to the values within the speciality and provides a benchmark against which all nursing staff are assessed. A random sample of nurses from the department participated in a brainstorming session where departmental values were identified and agreed. A document was subsequently constructed and the values identified were placed into categories of, "Professional and Efficient", "Communicators", "Organisational Leadership skills" and "Teamworkers". The values based tool is used to assess performance as well as reach agreement on development needs for each member of staff. Linking the development needs and wants of staff to projects within the department creates a dynamic working environment and offers benefits to both individual staff and the department.

DEVELOPMENT OPPORTUNITIES

The terms Ownership and Empowerment are often overused, however, this is at the centre of what we are trying to achieve. Through the development process staff are encouraged and supported in identifying areas of care, ward organisation and skills that require improvement. Once identified the staff are supported in taking projects forward. These have included major initiatives such as establishing high dependency beds within the speciality, nurse led clinics to simple improvements in organisation such as varying admission times to suit patients. External opportunities are also available such as degree courses, conferences and study days, which are also linked back to ward projects. Nursing staff also organise study days and conferences and while this is a development opportunity in itself it also generates income which is used to finance some of the projects within the department. Additional resources are also available, for example Lanarkshire Acute Hospital Trust has recently invested two million pounds establishing a Practice Development Centre and skills lab which will offer Nursing Staff within Lanarkshire a range of development opportunities and training.

THE PROJECT PROCESS



PROFESSIONAL & EFFICIENT

We value people who are PROFESSIONAL & EFFICIENT and demonstrate this by:

Value Statements	Points for Discussion
1. Adopting a caring attitude towards their patients	
2. Respecting patients as individuals	
3. Taking pride in their appearance and personal hygiene and adhering to the hospital dress code policy	
4. Being good timekeepers	
5. Using good practical skills	
6. Being aware of and using current research and practice	
7. Being willing and able to share learning	
8. Working according to established procedures and guidelines	

COMMUNICATION

We value people who are good COMMUNICATORS and demonstrate this by:

Value Statements	Points for Discussion
1. Using plain English where appropriate	
2. Respecting confidentiality	
3. Being approachable	
4. Taking time to listen and respond appropriately	
5. Respecting other people's points of view	
6. Knowing when to take a back seat or speak out	
7. Being able to give and receive appropriate clinical and professional feedback	
8. Being willing to share their experiences, knowledge and skills	
9. Being willing to use the knowledge, skills and experiences of others regardless of grade or discipline	

ORGANISATIONAL & LEADERSHIP SKILLS

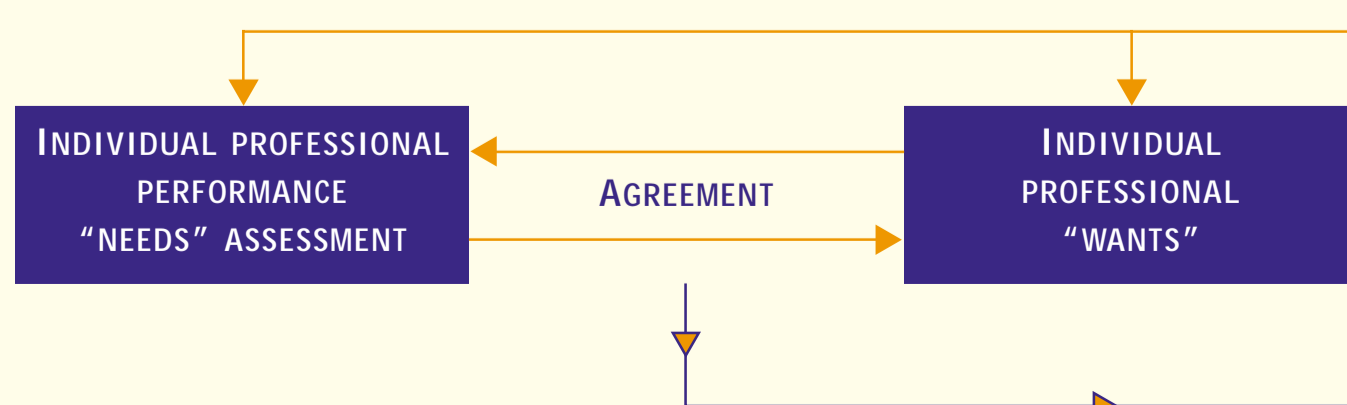
We value people who demonstrate good ORGANISATIONAL & LEADERSHIP SKILLS by:

Value Statements	Points for Discussion
1. Assessing a situation, prioritising and responding appropriately	
2. Delegating appropriately	
3. Accepting appropriate delegation	
4. Maintaining a tidy workplace	

TEAMWORK

We value people who are good TEAMWORKERS and demonstrate this by:

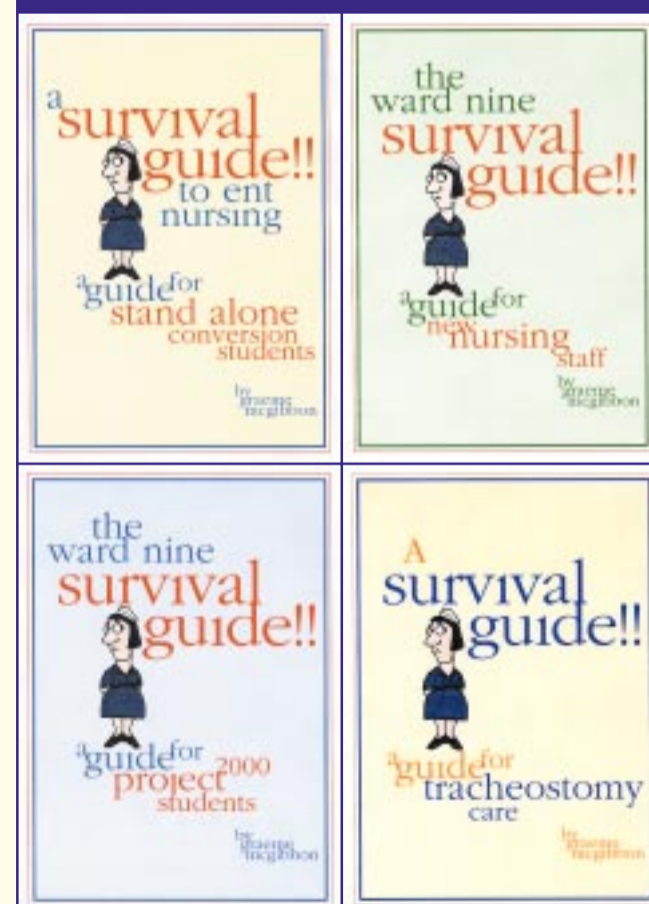
Value Statements	Points for Discussion
1. Being adaptable to change and taking onboard new ideas	
2. Being prepared to be adaptable and flexible in order to meet work pressures	
3. Showing consideration for work colleagues	
4. Creating a calm and friendly atmosphere at work	
5. Having a sense of humour	
6. Working hard and showing commitment	
7. Recognising a job well done	



CLINICAL EFFECTIVENESS, AUDIT AND DISSEMINATION

Through the processes described so far our aim has been to create a supportive environment where staff are encouraged to question both nursing and medical practice. Evaluation of what we do becomes the norm and good practice is valued. It is important to recognise that not all staff is interested in or keen to carry out research or audit. However, it is essential that nurses develop the skills to evaluate evidence on which to base their practice. There are numerous resources available to aid us in this process including Scottish Intercollegiate Guidelines Network (SIGN), Clinical Resource and Audit Group (CRAG) and within the Trust the Clinical Effectiveness Department and the Nursing Outcomes Group. Currently Clinical Communities are being established where staff with common interests and expertise can come together and agree on guidelines and policy. Dissemination of what we have achieved is also important and there are a number of ways this is achieved. Our annual conference is organised by nursing staff who are also expected to present project outcomes. In addition, a range of "Survival Guides", information for staff have been published which in themselves are the result of ward based initiatives. A web site has also been established relating to ENT and Maxillofacial Nursing which has enabled us to connect and exchange ideas with nurses working within the speciality world-wide.

SURVIVAL GUIDES



REFERENCES & FURTHER INFORMATION

- Hamer, S, (2000), "Clinical Governance - 1", Nursing Times Clinical Monograph, Nursing Times Books, London.
- Management Executive Letter,(1998)75, "Guidance on Clinical Governance", Scottish Executive.
- Nicholls, S, (2000), "Clinical Governance: its origins and its foundations", *British Journal of Clinical Governance*, 5: (3), 172-178.
- Scottish Office, (1997), "Designed to Care", H MSO, Edinburgh
- Squire, S, (2001), "Clinical Governance in Action", *Professional Nurse*, 16 : (9), 1332-1333.

WEB RESOURCES

- www.gmcgibbon.freemove.co.uk
- www.nhsis.co.uk/sign/index.html
- www.show.scot.nhs.uk
- www.show.nhs.uk/crag/index.htm

WEB SITE INDEX IMAGE

