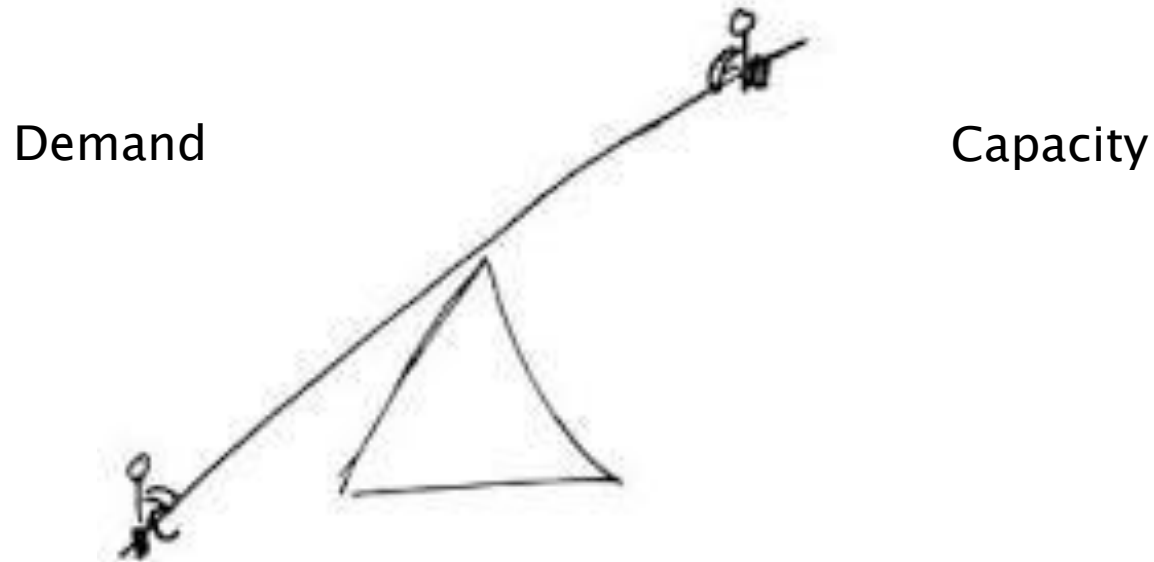


Emergency Medicine Workforce “crisis”

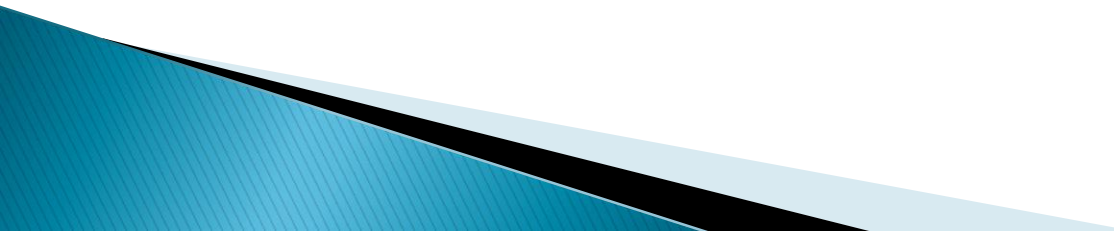
Julia Harris
Head of School, Emergency Medicine
Haven 2014

Basic problem

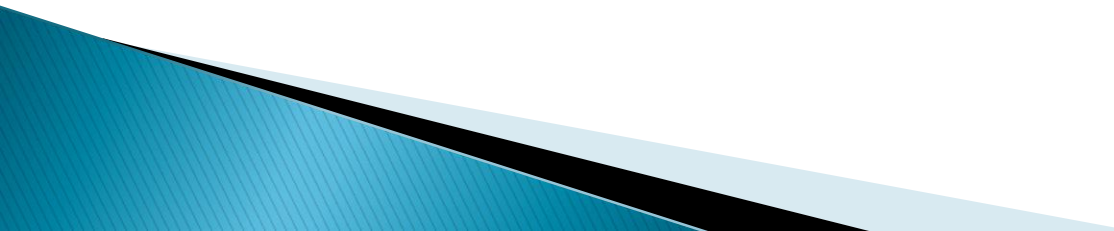


Senior Clinical Decision Makers

The problem

- ▶ National problem
 - ▶ Middle grade recruitment tipped the balance
 - ▶ Increasingly complex attendances
 - ▶ Senior Clinical Decision Makers
 - A limited resource
 - Essential for complex and grey cases
 - Need to only make the decisions they need to
 - Reduce overload – decision making density high
 - A patient safety issue
- 

Approach

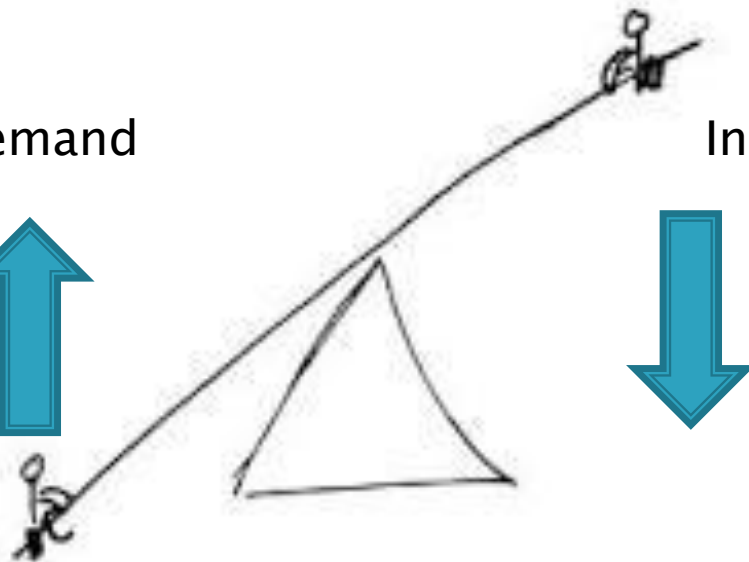
- ▶ School Board meeting with representation from all Trusts (including non-training Trusts)
 - ▶ Consultants, Senior nurses, ambulance representation, trainees, SAS and TG doctors
 - ▶ Look for quick hits
 - ▶ Aim to provide training against the same competencies for all staff groups
- 

School Board Sept 2012

- ▶ Recruitment and retention
- ▶ Short and medium term workforce solutions deliverable at School level

Rebalancing the demand on SCDMs

Reduce demand



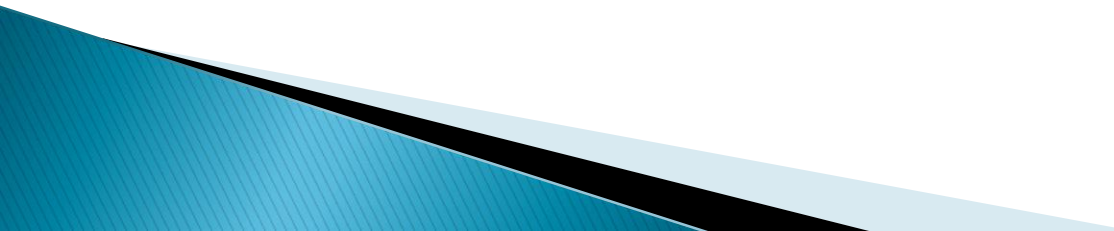
Increase the capacity of SCDMs



Divert patients away
Protocolise the pathway
PAs
“Level 1 ACP” MAPs

Increase the decision breadth/quality
Increase the number of SCDMs
“Level 2/3 ACPs”

Pragmatics

- ▶ Engage experienced clinicians in EM
 - ▶ Pay them to train so they are not taken off the shop floor (would further reduce the capacity)
 - ▶ Fund Senior trainers/supervisors
 - ▶ Could work everywhere (pan Wessex)
 - ▶ Evaluate impact (where possible – a lot is changing in EM at present!)
 - ▶ Not Southampton-centric
- 

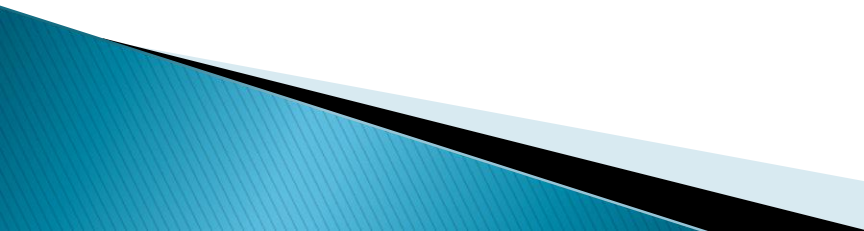
What have we done..

- ▶ School Board 18 Sept 2012
- ▶ Report to LETB 20 October 2012
 - 3 short term and 5 medium term proposals
- ▶ SAS/TG “Night rota competent training”
 - 20 December for 4 months, very well evaluated(participant and Trust)
 - 12 doctors per group, second cohort running
- ▶ Top 10 Protocolised pathways Jan -Apr 2013
 - Pathway development and Service Improvement training for teams in 7 Trusts


....

- **Wessex Bespoke Emergency Care Training programme**
 - 19 non-medical EM clinicians (17 EM nurses, 2 paramedics)
 - Programme manager essential
 - Permission from the College of Emergency Medicine to use the ACCS and HST curriculum for training
 - Started Sept 2013, runs 6 months
 - Training against 5-10 protocolised pathways
 - Evaluation in conjunction with University of Southampton


Goleman Leadership Styles

- ▶ Pacesetter “Do it my way”
 - ▶ Commanding/Coercive
“Do it because I say so”
 - ▶ Visionary/Authoritative
“Let’s remind ourselves of the larger purpose”
 - ▶ Affiliative “People first, task second”
 - ▶ Democratic “Let’s work it out together”
 - ▶ Coaching “Let me help you develop”
- 

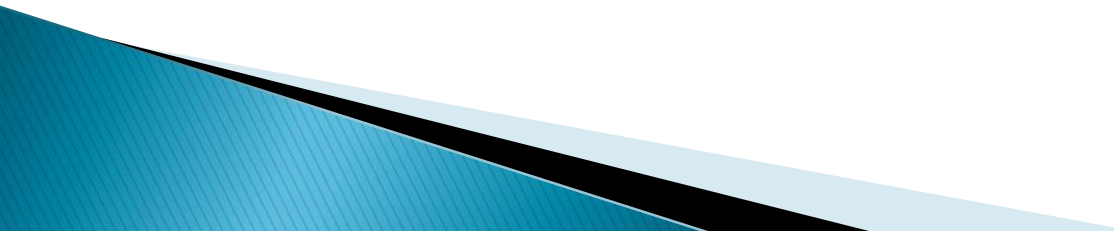
Change management

- ▶ Education is an easier way to make change
 - ▶ Introducing a fully formed idea takes much more time and effort
 - ▶ Protocolised pathways – ownership to departments and individuals to develop their solutions, groups of nurses and doctors learning together, “legacy”, visionary, coaching
 - ▶ SAS doctor programme – needs analysis (democratic and expert group), then commanding with clear outcomes
 - ▶ Bespoke EM programme – more visionary and affiliative in development
- 

What is happening nationally?

- ▶ Run through training
 - ▶ Increase ACCS entry points
 - ▶ Defined route of entry
 - ▶ Looking at Consultant working
 - ▶ Physicians Assistants – currently not fit for purpose for EM, unable to prescribe, regulation. Work in some EDs
 - ▶ ACPs – our MAP programme a stepping stone to this. One Trust investing in ACPs without a MAP workforce
- 

Summary

- ▶ People centred – we know one another
 - ▶ EM has always had a strong multiprofessional training ethos – School is building on this
 - ▶ We have started well but will need to deliver
 - ▶ The workforce situation is not improving...if anything it is currently getting worse!
- 

References

- ▶ Daniel Goleman blog

<http://danielgoleman.info/topics/leadership/>

- ▶ Leadership styles in Further Education

www.comp.lancs.ac.uk/computing/research/cs/eg/projects/explicating/Explicatin