Purpose of the role: to support and develop ward leaders who are new and/or where patient outcomes indicate a need for improvement.

This is an innovative new role where Ann Williams, a very experienced and successful Ward Sister has been employed as a hands-on coach working alongside Ward Sisters. Ann’s visible leadership style puts her on the ‘shop floor’ every day as part of the rostered team for a fixed period of time, supporting and challenging staff where necessary, role modelling ideal behaviours and giving a consistent message around performance.

Part of the INNOVATION is: coaching ward managers into leadership excellence to develop robust systems and processes to ensure that there is continuous improvement in patient care and safety.

SKILLS demonstrated include a comprehensive diagnostic of the standards of service delivery based on the key clinical performance indicators:

- The daily processes in delivery of care,
- Management processes of rostering, training and development adherence, vacancy management, sickness absence management, staff feedback,
- Environmental standards, PLACE, hygiene code, patient feedback,
- Observed leadership behaviours with the ward team.

WORK WITH THE TEAM to demonstrate their value and commitment by:

- Ensuring team meetings are attended and demonstrating listening,
- Investing in team days to learn and build cohesion,
- Committing and undertaking regular 1:1s with the senior staff,
- Ensuring all processes are applied equally and fairly to all staff,
- Addressing conduct issues promptly,
- Developing a shared understanding of the multi-disciplinary team role,
- Role modelling best practice to the ward team.

OUTCOMES FOR PATIENTS

- Each ward has seen an improvement in their KPIs.
- An increase in patient satisfaction.
- Reduction in patient harms such as pressure damage and falls with harm.

OUTCOMES FOR STAFF

<table>
<thead>
<tr>
<th>Improved team dynamics</th>
<th>Increased appraisal rates</th>
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</thead>
<tbody>
<tr>
<td>Improved confidence</td>
<td>Reduced sickness absence</td>
</tr>
<tr>
<td>Behavioural change within the team</td>
<td>Reduced agency usage</td>
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</tbody>
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Increased uptake of development & training and opportunities for learning
Increased the number of students that can be supported.