

Appendix 2 – Ward Management Workbook



Faculty of Health and Wellbeing

BSc (Hons) in Midwifery

Year Three

Ward Management Workbook:

**Activities and questions to guide learning during the
ward management placement**

Updated August 2019

Staffing and Managing People

What is the skill mix on the ward? Outline the rationale for this.

How is staff appraisal undertaken in the unit? Who undertakes this?

Outline the role differences between a midwifery manager and a Professional Midwifery Advocate (PMA). Give two examples of issues you might approach each person with.

A doctor whom you have never met before arrives on the ward and asks to see 'the woman for Caesarean section tomorrow'. How would you manage this situation?

Staffing and managing people - continued

A midwife who is rostered for duty phones in sick. How is this managed?

How is staff sickness managed?

Care of Mothers and Babies

What are the aims of hospital care for:

- i. Antenatal women
- ii. Postnatal women

How are these aims realised within the antenatal ward and the postnatal ward?

How is care evaluated in your area? What action is taken following evaluation?

Care of mothers and babies - continued

What is the stated philosophy of care for the ward
How is this realised in the daily running of the ward.
How does it complement the philosophy of care for the unit?

Outline five priorities when a pregnant woman is admitted to the ward; when a mother and baby are admitted.

Managing the Ward

Outline the responsibility of the ward manager and team member with regard to the following:		
Equipment	Responsibility of manager	Responsibility of team member
A broken bed		
A CTG machine is not working properly		
A window gets broken		
A spillage of water		
A spillage of blood		
A light bulb stops working		

Emergency Equipment

List the emergency equipment kept on the ward?	Where is each item kept?	List the contents of each item.
<p>What is your responsibility as a midwife with regard to the equipment</p>		
<p>If the event of an emergency how would you get hold of the appropriate personnel</p>		
<p>Who might these personnel consist of</p>		

Finance and Budget for the Ward

Who is responsible for the budget for the ward?

Where does the money come from?

How is the budget used on the ward, i.e., what is the money spent on?

If a BUDGET REPORT is generated for the ward find out the following:

- The items on the budget report
- The most expensive item on the report
- The cost of five items that are used daily on the ward
- The implications of these items on the ward budget

Identify a treatment/way of management of care that required some amendment, e.g., the introduction of a different brand of drug or the amendment of the frequency of administration of a drug. What were the implications on the budget of this change?

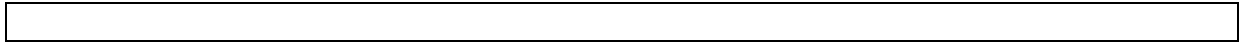
Quality Assurance

Clinical Governance

"Clinical governance is a system through which NHS organisations are accountable for continuously improving the quality of their services and safeguarding high standards of care by creating an environment in which excellence in clinical care will flourish." (Scully and Donaldson 1998, p.61)

Scully G and Donaldson LJ (1998) Clinical governance and the drive for quality improvement in the new NHS in England. *British Medical Journal*, 317, (7150), 4 July pp.61-65.

1. How does the ward contribute to clinical governance in the Trust?
2. What is the role of the midwife in contributing to clinical governance?
3. Reflect on a meeting you have attended about clinical governance.



Service users

The Care Quality Commission (CQC) expects to see evidence of service user involvement when inspecting Trust services and a strong commitment to the championing of rights, balanced with responsibilities, is essential to ensure the Trust meets the standards required.

1. How are the views of individual service users solicited in the midwifery unit? What happens to these?
2. How is service user participation in service development promoted in the midwifery unit?
3. What is the role of the midwife in upholding service user involvement?

The Productive Ward

Releasing time to care - The Productive Ward focuses on improving ward processes and environments to help midwives spend more time on patient care thereby improving safety and efficiency. Practitioners are encouraged to make small changes to improve the way their ward is run by analysing the way they work.

1. Arrange to spend some time with the Productive Ward lead in your area. If available and appropriate, participate in an *Activity Follow* with this person. Give a brief description of this *Activity Follow* and the findings.
2. Which key modules have been implemented in your area? How have these modules been introduced and implemented?
3. Identify up to three areas of practice that have altered so that more time has been released for more client care activities?
4. How has The Productive Ward been integrated with other improvement initiatives (e.g., patient safety, patient experience).

Managing Situations

This section is to assist you to consider the action to be taken, and possible consequences, in a variety of situations that may occur on the ward. Write down the action to be taken and the follow up action that may need to be taken.

1. A baby falls to the floor from the mother's bed

Action taken	Possible consequences for the person(s) involved/affected and/or Trust

2. A visitor catches his finger in the internal door

Action taken	Possible consequences for the person(s) involved/affected and/or Trust

3. A mother discovers that some of her property has gone missing

Action taken	Possible consequences for the person(s) involved/affected and/or Trust

4. A mother complains to you that she is not happy with the care she received from a midwife

Action taken	Possible consequences for the person(s) involved/affected and/or Trust

5. A midwife reports a drug error to you

Action taken	Possible consequences for the person(s) involved/affected and/or Trust

6. The fire alarm goes off

Action taken	Possible consequences for the person(s) involved/affected and/or Trust

7. A mother collapses on the ward and it appears that she is having a cardiac arrest

Action taken	Possible consequences for the person(s) involved/affected and/or Trust

8. A woman's partner threatens you with violence

Action taken	Possible consequences for the person(s) involved/affected and/or Trust

9. When checking the controlled drugs, there is a quantity missing

Action taken	Possible consequences for the person(s) involved/affected and/or Trust

10. You disagree with the instructions of a junior doctor for the care of a mother

Action taken	Possible consequences for the person(s) involved/affected and/or Trust

11. You disagree with the instructions of a consultant for the care of a mother

Action taken	Possible consequences for the person(s) involved/affected and/or Trust

12. You sustain a needle stick injury

Action taken	Possible consequences for the person(s) involved/affected and/or Trust

13. You smell alcohol on the breath of the midwife who is taking over the charge of the ward

Action taken	Possible consequences for the person(s) involved/affected and/or Trust

14. There are no name tags on a baby

Action taken	Possible consequences for the person(s) involved/affected and/or Trust

Suggested Reading:

BALL, J., BENNETT, B., WASHBROOK, M. & WEBSTER, F. 2003. Birthrate Plus programme: a basis for staffing standards? *British Journal of Midwifery*, 11, 264-266.

BALL, J., BENNETT, B., WASHBROOK, M. & WEBSTER, F. 2003. Factors affecting staffing ratios. *British Journal of Midwifery*, 11, 357-361.

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HALL, J. 1996. Midwifery management: time to change? *British Journal of Midwifery*, 4, 566-566.

MORROW, E., ROBERT, G., MABEN, J. & GRIFFITHS, P. 2012. Implementing large-scale quality improvement: lessons from the productive ward: releasing time to care™. *International Journal of Health Care Quality Assurance*, 25, 237-253.

ROBERT, G., MORROW, E., MABEN, J., GRIFFITHS, P. & CALLARD, L. 2011. The adoption, local implementation and assimilation into routine nursing practice of a national quality improvement programme: the Productive Ward in England. *Journal of Clinical Nursing*, 20, 1196-1207.

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THOMAS, J. (2013). *A nurse's survival guide to leadership and management on the ward*, (Second Edition). Edinburgh, Churchill Livingstone Elsevier. Available on-line.

WILSON, G. 2009. Implementation of releasing time to care—the productive ward. *Journal of nursing management*, 17, 647-654.

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