

Shift Leader Competency Workbook



Name	Date
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Section 1 - Leadership

What is leadership?

There are 4 elements to leadership:

- To lead involves influencing others
- Where there are leaders there are co- workers
- Leaders seem to come to the fore where there is a crisis or major problem – in other words they become visible when an innovative response is needed
- Leaders are people who have a clear idea of what they want to achieve and why.

Leaders are people who are able to think and act creatively in a non-routine situation and who set out to influence the actions, beliefs and feeling of others.

Written Activity

Reflect on a colleague whose leadership style you admire. Using the 4 key elements listed above, outline what qualities they bring to their leadership role and why you admire this.

What other qualities do you think are important for a leader.



Section 2 - Communication

Communication is a vital aspect of your role as shift leader and you need to be able to do this effectively throughout your shifts. You will need to communicate with numerous members of the MDT and staff outside of the unit – nursing admin, bed managers, children & families.

Words matter so be mindful what we say and write. Also body language plays a major role in our communicating.

Written activity

Reflect on your last shift and think of 3 situations that you had to use various styles of communication and why?

Think about your last difficult communication with another member of 1) staff and 2) parent – On reflection what do you think you could have done differently to improve things.



Section 3 - Team work

Teamwork is very important when managing a ward/unit as you need to be able to understand & appreciate the different skills, knowledge, personalities that make up a team.

Written Activity

What do you think are the key attributes for a successful team?

As a shift leader how would you promote good teamwork?

How would you encourage an unhelpful member of the team to become more effective as a team member?



Section 4 - Allocation and Skill mix

As a shift leader allocation of patients and workload is one of the first things you may have to do on your shift. There are many important things to consider when doing this and vital to get it right.

Write a activity

Describe how you would allocate the following:

17 patients

2 in BMT – 1 pre transplant + 1 patient D+10 post-transplant VOD ++ high acuity.

Main ward 15 patients – 1 new AML, 1 antiGD2, 5 for chemo, 4 Feb neut – 1 new = 5-7, 2 for D/C, 1 relapse ALL and 1 long term rehab,

1 patient due in and 1 patient transfer from PICU.

Staffing – 2bmt Trained, 3 chemo trained, 1 new staff not IV competent and 1 student- HDNS.

Section 5 - Daily Routine



There are numerous things that you need to do throughout the day, some on a daily basis other on specific days.

Daily routine / tasks for Shift leader for St. John's.

Start of the day

- Liaise with night staff about their night, any messages, issues, walk ins, phone calls
- Check off duty – ensure all staff are present including play specialist, HCA & ward clerks.

Handover

- Check that all day staff that are due on duty have arrived.
- Review skill mix- chemo giver, BMT staff and allocate patients accordingly.
- **Safety Pause** Identify any risk. acuity. Isolations, off ward activity Skill mix
- Allocate chores - Resus, DDA, handover cover
- Breaks.
- Check how staff are – any concerns. Updates prior to leaving handover.

Allocation of patients - Consider the following: Patient acuity + admissions

- Skill mix
- Chemo givers
- Who needs preceptors
- Who can work in transplant
- Who needs workbooks completed / supervision / meetings.

Bed Allocation according to the following:

- Patient acuity
- Infection status
- Age/sex of patient.
- Special needs.

After handover

- Ensure after handover that all staff are aware and have all the information they require to care for their patients.
- Link with bed manager about admissions and discharges
- Check the number of night staff and order extra staff if needed with the office
- If already haven't got Transplant handover obtain same.
 - **08.45** - Hospital Huddle – Church - 'Staff, Capacity, Flow, Risk'
 - **09:00** - Oncology Round – St. John's Conference Room
 - **09.45** - Haematology round – St. John's Conference Room

ACU

- Contact ACU by 09.15am to confirm chemotherapy and **IT??** list for that day.



- Order Chemo and IT for next day and send list to ACU by 10.30 – take a copy of list and place in chemo order folder

After rounds

- Link in with staff and feedback to staff
- Confirm with bed manager admissions and discharges.
- Order MDA/KCL and other medication, if needed.
- Check each room and have a brief conversation with each patient/family.
- Give staff a helping hand and observe how staff are managing their work load.
- Check blood results.
- Any meetings.
- Lunch breaks/cover – ensure staff go at appropriate time
 - **Ward Huddle** at 11.30hrs - a quick update on patient status, review of workload with staff and make changes if needed.
 - **Hospital Huddle** at 15.00 - Chapel. Discuss night needs.
 - **Ward Census** on iPMS - complete by 18.30 - ensure census is correct - all discharges are done and admissions checked in.
 - **Night Report** - complete by 19.00hrs HCA will drop to Nursing admin
 - **Night Allocation** - complete by 19.00hrs

Other areas:

- Pews daily record on desktop
- Tidiness of the ward
- Students – preceptorship, meetings, link in.
- New Staff – preceptorship, progress updates,
- Off duty – daily review, ensure to send to nursing admin by Wednesday.
- Complaints / incidents – address ASAP
- Care bundles.
- Pharmacy technician

Educational sessions

- Thursday 12:00pm - tumours board meeting - conference room, 3rd FMT?
- Every Friday 08:15am - consultants' teaching session at 3rd FMT?
- Nurse Education Tuesday, and Thursday

- Psychosocial meeting - Mondays conference room 3rd FMT?
- Haematology - 1:00pm
- Oncology - 3:00pm
- **Risk Huddle** – Wednesday 15.30hrs.

Chemotherapy



- Chemo is written at the chemo chart round on a Tuesday for Oncology and Thursday for Haematology patients.
- New patients admitted to the ward, need to have their chemo written by the ward doctors.
- **The consultant must prescribe the chemo in the patient's medical notes.**
- **The consultant must sign the protocol before any doctor can prescribe chemo on the pink chemo sheet and before a nurse can administer it.**
- Patients must be deemed fit for chemo and same documented in patient's notes.

Section 6 – Coordinating Admissions and Discharges

You will work closely with the bed managers in relation to admission and discharges. Plan to discharge as early as possible, ensuring all appropriate paperwork services are aware of same – i.e. SCC, HODU, admissions.

Admissions - bring in as soon as possible, check if due IT, check if need isolation, any procedures, and chemo due, any specific needs.

Section 7 - Handover

Handover is one of the most essential aspect of your role as its essential for continuity of care. Poor communication at handover can have very negative impact on care.

Include the following:

- Effective communication
- ISBAR 3
- Safety pause

Section 8 - Time Management

Managing our time effectively is something we may struggle with complaining there is enough time.

Key steps:

Carefully look at your priorities:

- What needs doing by you and no one else - must be done
- What needs doing but can be shared
- What needs doing but can be delegated
- What can be left for a later time/day

Identify your goals and aims in what timeframe - re prioritize if need be.

Reflect on how you work - time stealers/wasters.

Written Activity



Reflecting on your previous shift what were your biggest time stealers?

Section 9 - Self-care

Self-care has become somewhat of a buzzword but what does it actually mean? Self-care is a general term for treating yourself right. This can be anything from positive self-talk to playing your favourite sport to taking a break from social media. Try to treat yourself as you would treat someone you care about. It's easy to forget about your own needs when you're busy but it's good to get in the habit of taking some time for **you** every day.

Tips

- Be kind to yourself
- Know your coping mechanisms and stresses
- Core values - identify your top 5 – are they being met?
- Be aware and recognise signs of compassion fatigue and burnout.



Children's Health Ireland
at Crumlin



Certificate of Completion



Shift Leader Workbook

Line manager:

The orientation of.....as shift leader has been completed and is deemed competent in the aspects outlined in this workbook.

Line Manager	Shift Leader
Signed	Signed
Date	Date