

Healthcare-specific in-house training & open courses

Leadership & Organisational Skills for Hospital-at-Night Teams



Hospital-at-Night

A Medicology Centre of Excellence

Medicology's innovative One-day programme is designed to enable Hospital-at-night teams to develop true self sufficiency in resolving their own challenges by adopting the correct leadership and organisational approach

Passionate about People, Performance & Health



Leadership & Organisational Skills for Hospital-at-Night Teams

When originally conceived by Dr Elizabeth Paice, Director of London Deanery, and adopted by the Modernisation Agency, Hospital at Night was designed to mitigate the effects of full shift working brought about by the implementation of the EWTD, restoring the ability of trainees to gain experience they were losing whilst allowing hospitals to manage the financial implications of a rapid reduction in person-hours at the delivery coalface. That was then...

Many hospital-at-night teams find themselves struggling to achieve night time effectiveness and safety (often breathing a sigh of relief at the end of the night) in an era where clinical effectiveness is a key contributor to overall service success. It is therefore vital that the night time teams are enabled to maximally contribute to the overall patient pathway & outcome in a manner that recognises the extremely challenging nature of night time working for the individuals concerned.

The Leadership & Organisational Challenge

Night teams face many leadership & organisational challenges including:

- Successfully leading staff they have no normal responsibility over
- Leading in times of un-supported stress or crisis
- Ensuring that all night staff move from 'coping' to contributing to clinical success
- Complex prioritisation of workload based on both severity and geography
- Deploying staff to make best use of skill mix, including covering shortfalls in skill
- Encouraging better cross-functional collaboration and engagement
- Taking more responsibility and accountability for the success of a night time period
- Ensuring successful team-working in the context of an isolated working environment
- Supporting often inexperienced junior staff to have confidence in their abilities
- Developing competency and skill in procedures and investigations in a wide variety of staff



The In-house Programme

The Medicology in-house Hospital-at-Night programme has been developed after extensive consultation with hospital-at-night operational team members and leaders. It is designed to achieve a balance between knowledge/ skills enhancement and self reliance in problem solving through an engaging, facilitative approach to overcoming challenges.

- Understanding the true role of hospital-at-night in the modern context
- The cause and effect cascade of ineffective night time care
- What does an effective hospital-at-night service really look like?
- Understanding the context of leadership in the night time environment
- Essential leadership – what must a night time leader be and do?
- Leadership styles and how to apply them
- Setting clear direction - short, medium and long term
- Delegation, deployment and support
- Ensuring appropriate support of new night time staff
- Effective induction of staff into the night time environment
- Encouraging accountability and responsibility in the staff around you
- Accessing drive and ownership in other night time staff
- Understanding the staff around you - motivations at night
- Human needs theory and how this applies to the night time situation
- Utilising behavioural motivations to get the best from staff
- Team organisational strategies for optimal effectiveness
- Organising the night for maximum achievement and minimal risk
- Creating a compelling work environment under the unique night time environment
- Leading in times of stress and crisis, when support is not always at hand
- Leadership challenges arising in the hospital-at-night environment
- Optimal approaches to resolving hospital-at-night challenges
- Influencing teams and individuals you have no direct authority over
- Balancing yourself between functions & conflicting priorities
- Prioritisation skills in the night time environment
- Practical considerations in accessing more specialist support
- Ensuring the best reception and most effective response from on-call staff
- Ensuring continuity into the day shifts

Who is it aimed at?

Although the programme encompasses leadership, there is a heavy emphasis on individual leadership and self reliance. Consequently, the programme is designed to run for hospital-at-night team members as a whole, irrespective of level, both clinical and managerial.

Programme Duration

Ideally the programme runs over two days, allowing ample opportunity for teams to work on the key challenges they face. A concise version can be run as a single-day programme, with a greater emphasis on knowledge and skills provision but with a reduced emphasis on challenge resolution (that becomes the homework!).

Programme Cost

A typical 2-day programme costs £3,300 + VAT for up to 20 staff, plus trainer subsistence & travel expenses at cost. The 1-day programme typically costs £1,650 + VAT. In each case, you are responsible for provision of a venue and catering (although we can organise and coordinate this). We provide full participant registration & support services through our dedicated team and state-of-the-art event management system to remove as much administration and coordination from your plate as is possible.



About Us

Whether you are seeking to develop yourself, a team, a board, a department or a whole organisation, you are about to discover a highly committed group of professionals entirely devoted to your success through human performance in the healthcare sector. With a deep knowledge of the current change agenda, underlying drivers and the structural re-organisation of health, you'll find us insightful and grounded in operational reality.

Our Core Areas Of Expertise Are:

- Individual, departmental and organisational performance
- Leadership & management development
- Optimising ways of working e.g. case management
- Enhancing team effectiveness and teamwork

Medicology runs more than 250 open programmes per annum, as well as in-house training, people-related consultancy services and support tools or systems.

Trust & Insight

Medicology has run literally hundreds of days in all types of NHS organisations from single departments to whole organisations, Acute Trusts, PCTs, Medical Schools, SHAs and more, including NHS London, at the heart of the current NHS change agenda, and the Welsh Assembly, with sole responsibility for their Wales-wide leadership programme for Hospital-at-Night teams. Important groups trust us because we have the right insight, a passion for improvement and we deliver the results people expect.

Course Type & Teaching Methods

All courses consist of an engaging blend of lectures, exercises, discussions & case studies designed to truly embed the principles whilst developing the practical application of them. Course numbers are kept low to encourage discussion and debate, whilst ensuring that everyone has the opportunity to examine issues pertinent to them.

Course Options

In-House/ Bespoke for Groups

Bringing us in-house allows you to tailor programmes to specific local requirements or challenges, whilst lowering the cost of training by reducing travel and benefiting from a lower cost per person in fees. Typically a one-day programme costs around £1,650 + VAT + expenses, depending on the degree of tailoring, the distance to travel (yes, you will pay more for Stornaway, sorry!) and the overall complexity. We'd be happy to provide a detailed quotation.

Contact **Andrew Vincent**,
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Open Course, Single Attendee

Open courses are the perfect solution to gain essential learning as an individual but with the benefit of being able to interact with professional colleagues too.

Visit our full range of open courses at
www.medicology.co.uk/courses.php

“ There can be little doubt that this organisation has the passion and foresight to truly interact with its target audience and in doing so rekindle that passion which led the health service forward in the past but which, of late, has been fading ”

Medical Director, Acute Services, Advanced Leadership for Hyperbusy Leaders

“ I will highly recommend/persuade them to attend Medicology courses ”

Consultant Surgeon, James Paget University Hospital NHS Foundation Trust, Core Skills for the Clinical Service Lead

“ Very interesting day, very useful for clinical director role, learnt alot ”

Consultant Neonatologist, Birmingham Womens NHS Trust,
Core Skills in Finance & Business Planning for Consultants & Clinical Leaders

“ Very good for newly appointed clinical leads ”

Consultant, Mid Yorkshire NHS Trust, Core Skills for the Clinical Service Lead

“ After returning from the Clinical Leadership course held by Medicology, I have to say, my impression was that I had attended the best course in my career ”

Consultant & Head of Service, Emergency Medicine, Effective Clinical Leadership

“ It was apparent that the Medicology team as a whole are dedicated to improving the way in which clinicians can interact effectively with health care managers and also to give clinicians the necessary guidance and skills to themselves become effective managers ”

Consultant Intensivist, Core Skills for the Clinical Service Lead

Not all quotes are from Hospital-at-Night specific programmes

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