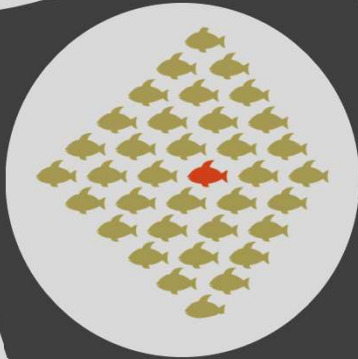


Leadership in practice.

BROGAN, J.

2023

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Leadership in practice

James Brogan

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@BrogEsq

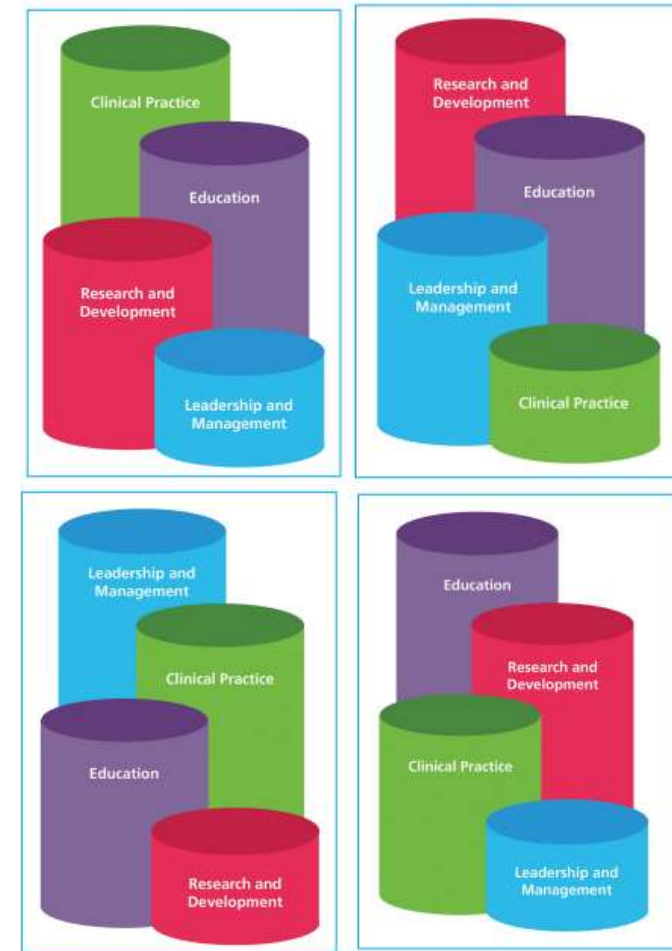
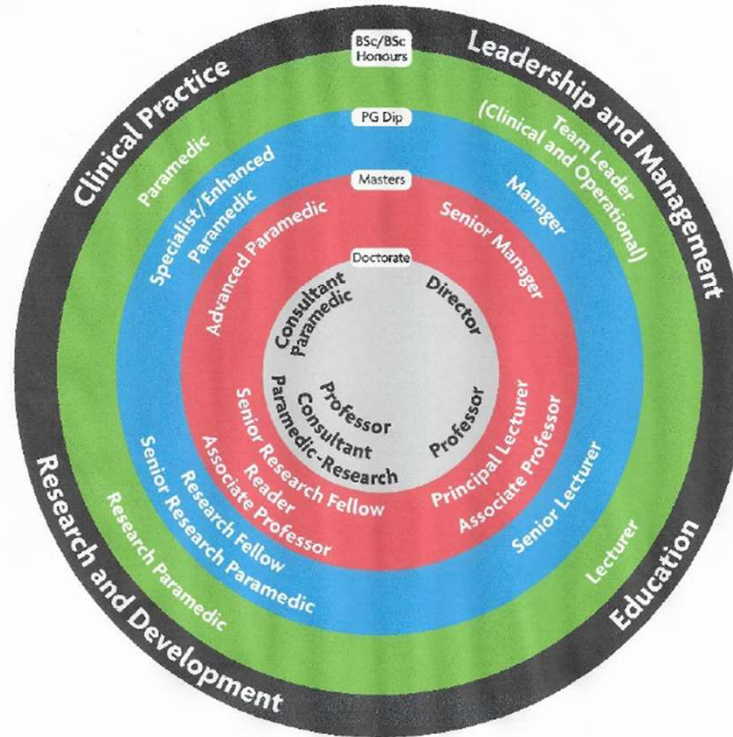
@RGUParamedics

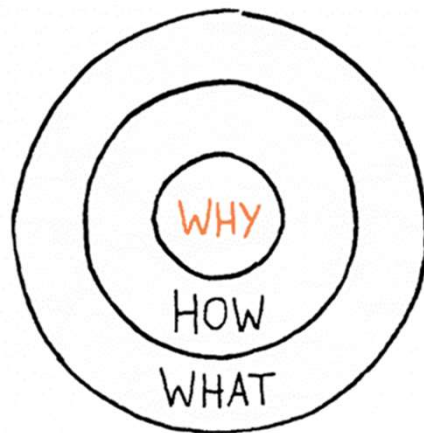
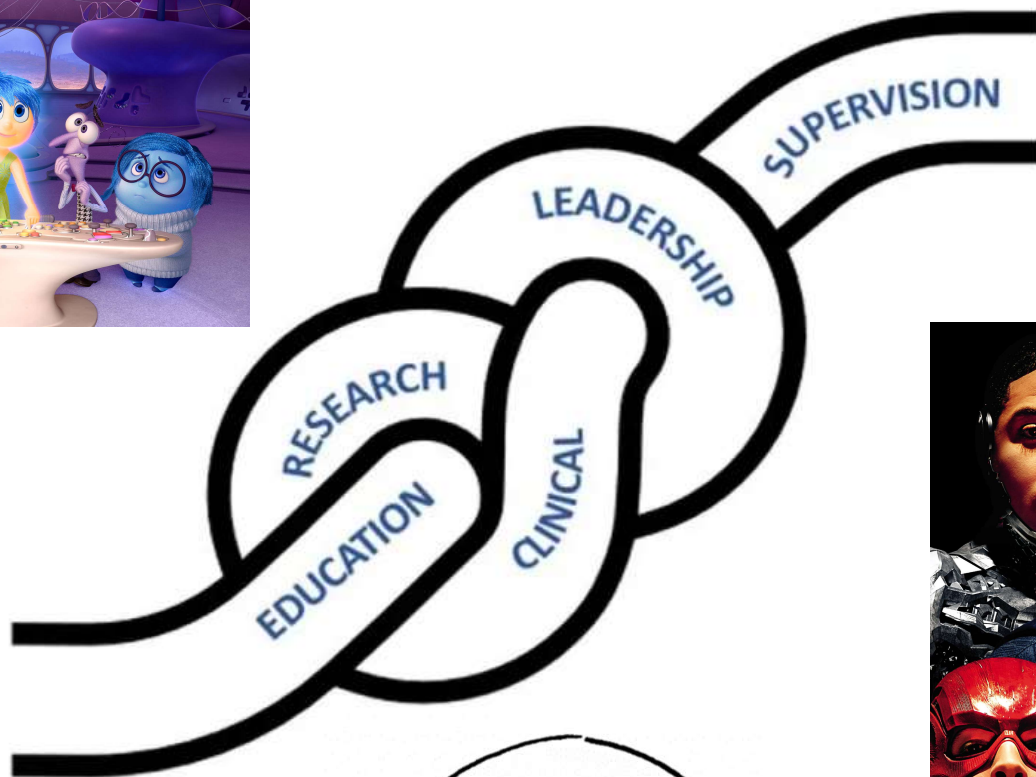
#CoPAberConf

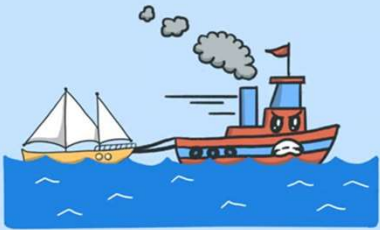
Lemony Snicket, *The Grim Grotto*. *"A series of unfortunate events"*

"People aren't either wicked or noble. They're like chef's salads, with good things and bad things chopped and mixed together in a vinaigrette of confusion and conflict."





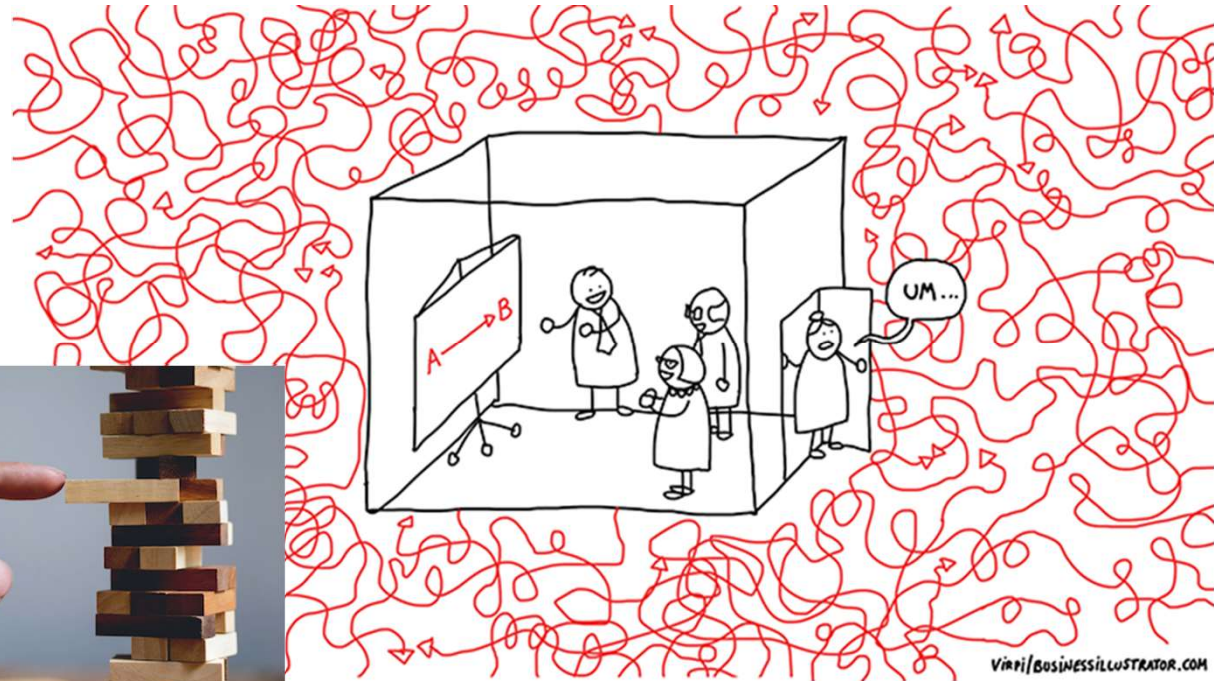




MANAGING



LEADERSHIP



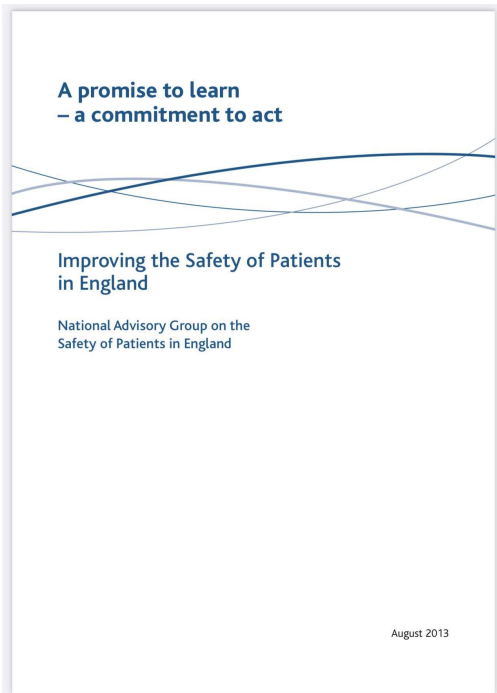
Vinpi/BUSINESSILLUSTRATOR.COM

ICEBERG OF IGNORANCE



Source: Sidney Yoshida, 1989





The Francis Report recommended numerous types of new regulation. Regulation, especially using intelligent inspection by experts, does have an important role in setting out what is expected, monitoring the extent to which those expectations are met, and taking action when they are not met. Clear and prompt response to alarming signals, such as have now been investigated in the Keogh study of some hospitals with significantly high mortality rates, is crucial for quality control.

However, regulation alone cannot solve the problems highlighted by Mid Staffordshire. Neither quality assurance nor continual improvement can be achieved through regulation based purely on technically specific standards, particularly where a blunt assertion is made that any breach in them is unacceptable.

In the end, **culture will trump rules, standards and control strategies every single time, and achieving a vastly safer NHS will depend far more on major cultural change than on a new regulatory regime.**

A universal healthcare system, free at the point of use, with common goals, structures and systems, the NHS is unique in the world and can do what no other system can. It has the potential to be the safest healthcare system in the world. The best responses to the Francis Report, the best routes to badly needed improvements, will build on the strengths of the NHS, not ignore them or take them for granted. This will take time to bear fruit and require many years of effort, many messages and many deeds. There is no easy fix, but the prize is worth the price.



Thoughts?



Nebulised salbutamol in critical asthma: time for a re-think on the practice of 'in-line' nebulised salbutamol in intubated patients

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In Pursuit of a Culture of Continuous Improvement: Scotland's National Ambulance Service

Bryan Rodgers^a and Jiju Antony^b

^aEdinburgh Business School, Heriot-Watt University, Edinburgh, Scotland, UK; ^bDepartment of Industrial and Systems Engineering, Khalifa University, Abu Dhabi, UAE

Guideline :

T-Piece nebuliser removed

Question and answer: Q&A: A question has been raised as to why the T piece nebuliser is no longer included in the JRCALC guidelines. NASMeD was made aware of patient safety concerns relating to the practice of in-line nebulisation, typically for the administration of nebulised salbutamol through a T-piece to intubated patients in cardiac arrest as a result of asthma. NASMeD requested that JRCALC review available clinical evidence, and consider the relative merits or risk or harm of in-line nebulisation in the pre-hospital environment. JRCALC have recommended that, on balance, the risk of harm should be considered greater than the likely benefit. Therefore, NASMeD recommends that the practice of in line nebulisation through a T-piece as a therapy for patients ventilated through an endotracheal tube should be discontinued.

Status: 1

Date posted: October 23, 2017

Date resolved:



← Back

SAS

In Line Nebulisation

REFERENCE

Guideline Type: Clinical Guidelines
Staff Grades: Advanced Practitioner, Nurse, Paramedic, Technician

Aim —

Provide clear guidance on the deployment and use of In-line nebulisation therapy in the Scottish Ambulance Service.

Background +

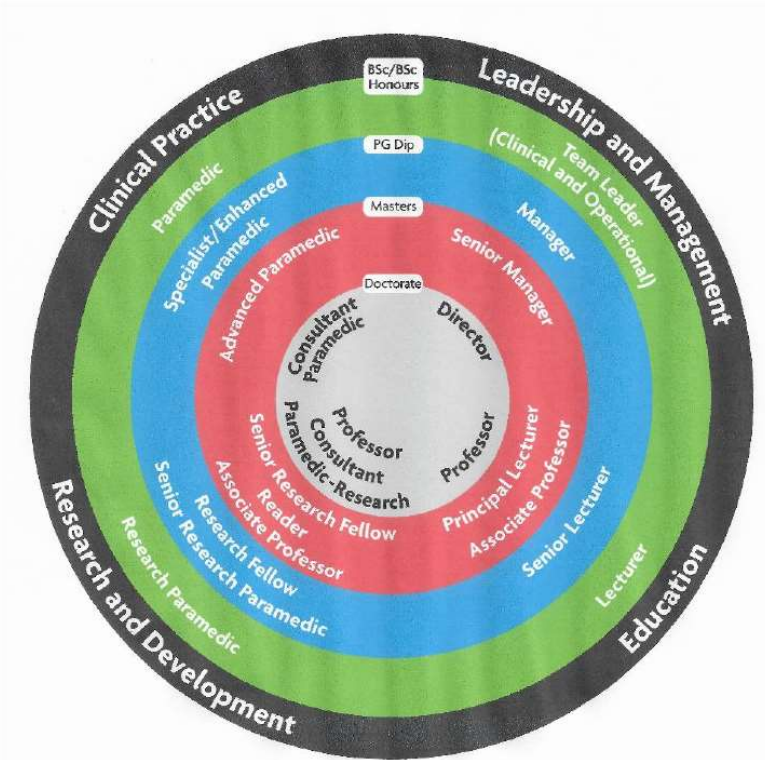
Indications +

Cautions +

Dashboard Guidelines Meds Algorithms Pathways



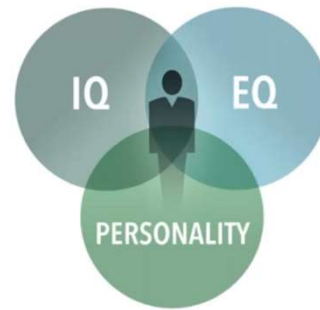
The wheel(s)!



Influence and YOU

- Audience
- Speaker
- Transformation
 - Know
 - Believe
 - Feel
 - Do

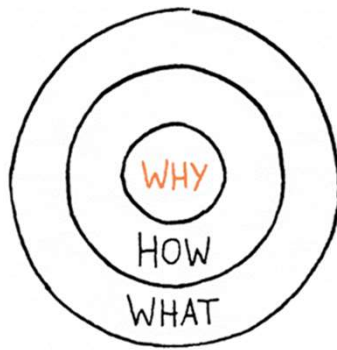
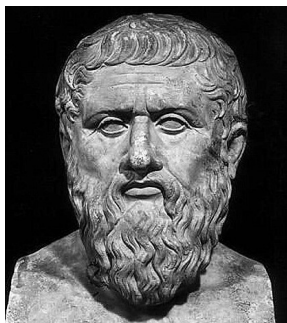
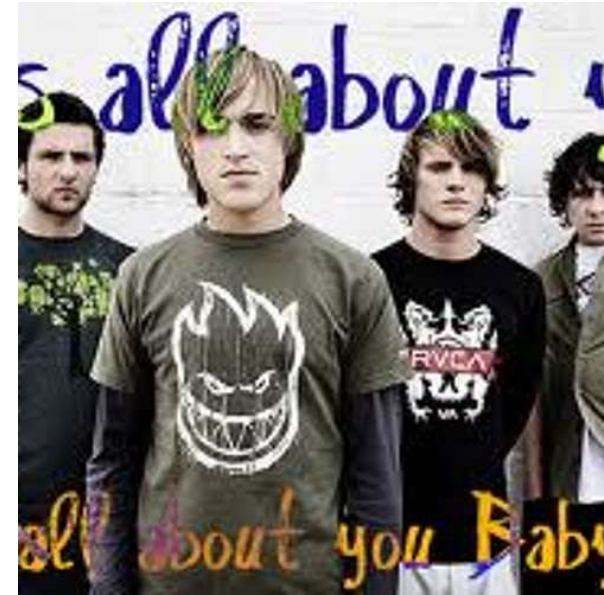
EQ is a Key Part of The Whole Person



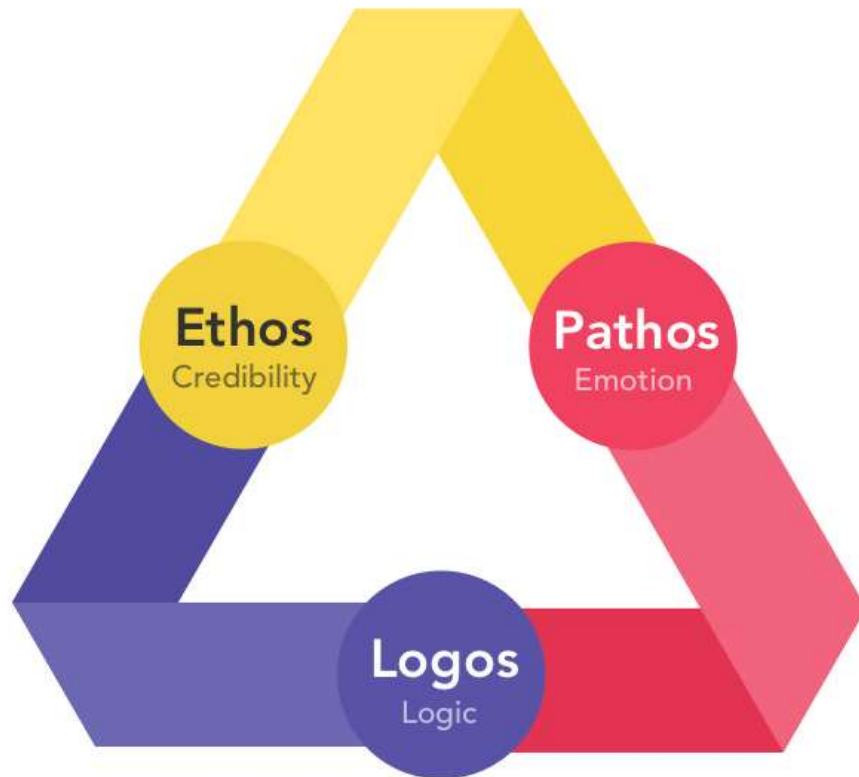
Expertise (IQ) - **What** you bring to work.

Personality - **Who** you are at work.

EQ - **How** you make the most of both your expertise and your personality.



Aristotle's Three Modes of Persuasion





“Anybody can become angry – that is easy, but to be angry with the right person and to the right degree and at the right time and for the right purpose, and in the right way – that is not within everybody’s power and is not easy”

Aristotle

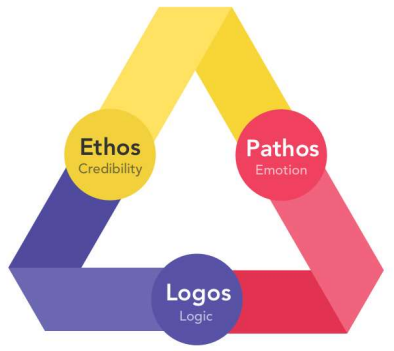
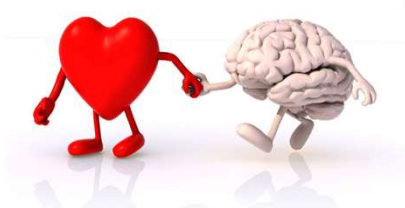
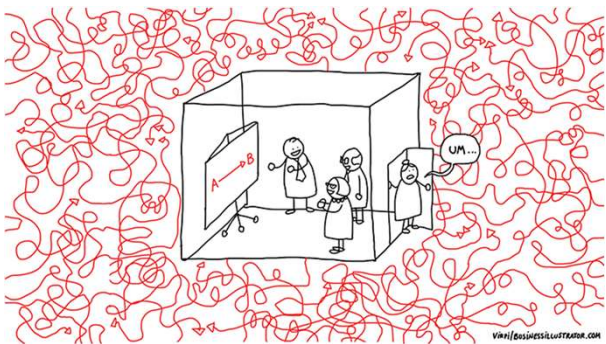


Being a “leader”



- Effective decision-making in the context of uncertainty:
 - Slowing down and deepening awareness of the kinds of problems we face.
 - Letting go; of old habits, tried and tested answers
 - The idea that it is always the role of leaders to supply answers and certainty.
- If we don't have answers, effective decision-making rests on:
 - Willingness to be curious
 - Ability to inquire,
 - Ask the right questions
 - Listen
 - Experiment
 - Notice

 - Learn.



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