



Case Study: Ipswich Hospital NHS Trust ILM Level 3 in First Line Management

7 day accredited intervention for Medical Secretaries and PAs

The challenge

The Ipswich Hospital NHS Trust have within their staff a selection of Medical Secretaries and PAs in bands 3 and 4 who are in need of a variety of leadership and management skills to enable them to effectively move forward within their roles. Some already have management responsibilities and others are looking to move into a management role. Whilst these changes ahead of them are full of excitement there are strong reservations about the skills currently held in order for them to be able to effectively manage the extra responsibility. The Medical Secretaries and PAs needed additional support to be able to increase their confidence levels and become more assertive in their roles. It was recognised that until this learning was in place, they would naturally stay within their comfort zone and avoid attempting new projects.

The solution

When looking at the areas requiring development, the People Development Team showed Work Place Learning and Development Adviser, Tracey Risebrow, the case study from our work with Edith Cavell Hospital. This was a pilot programme which had a huge and immediate impact to their Medical Secretaries and PAs' confidence levels and provided them with the tools to be more assertive and take new responsibilities that they would not have previously attempted.

Tracey felt that the needs of their Medical Secretaries and PAs were similar to those of the Edith Cavell Hospital but she had a number of additional development needs in relation to soft skills. The People Development Team captured these needs and put together a seven day programme based on the subject matters discussed. Tracey felt that the additional benefit of accrediting the programme with the ILM (Institute of Leadership and Management) would not only give them the tools to improve but also give them transferable skills for their future.

The programme included 7 ILM units; Introduction to Leadership, Problem Solving and Decision Making, Managing Projects, Understanding Change in the Workplace, Managing Conflict, Influencing Others at Work and Managing Stress. The Trust were also able to access Joint Investment Framework (JIF) funding.

Results to date

Although this programme is in its early stages, the hospital have noticed a marked change in behaviours - the medical secretaries and PAs' confidence levels have soared, they are more assertive, are taking responsibility for the work quality of others and their awareness of the role of a manager and how to manage others has increased.

Learners complete an evaluation sheet at the end of each day of training and consistently scored their perceived learning (this represents the learner's perception of how much they have learnt from the intervention) highly. The benchmark is 17% whilst the group's average sits at 33%, which is exceptional.

Ongoing development

Due to the success of this programme to date, the Ipswich Hospital NHS Trust have already signed up for the 2nd cohort due to commence in March 2010.

