

qualitative research, via a semi-structured interview with 10% of the 120 strong consultant body. A thematic analysis was undertaken.

Results Thematic review showed doctors felt they lacked influence, that communication from senior management was poor and they lacked a feeling of belonging.

We have encouraged senior medics to lead on a host of strategic clinical initiatives, pathways and QI projects.

We have instigated a series of 'quick wins' from feedback gained thus far, to address doctors concerns and communicated these widely through a 'you said, we did' approach.

Our repeat Pulse Check survey has shown improvement in medical engagement across all domains.

Nurse management and leadership, and brexit

15 ASSESSING THE CHALLENGES IN NURSE STAFFING AND NURSE MANAGEMENT WITHIN THE NHS, AND FORMULATING A STRATEGY TO ADDRESS THEM

¹Ali Abdall Razak*, ¹Shahbaz Abdullah, ²Eduardo de Arede-Simoes Illa, ¹Thomas Jennings, ¹Emily Light, ³Michela Martinuzzi, ²Konstantinos Tourmouzis. ¹Faculty of Medicine, Imperial College London; ²Bart's and the London School of Medicine; ³Faculty of Medicine, King's College London

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Introduction Leaders in nurse staffing face many challenges in the modern National Health Service (NHS). With political unrest due to the Brexit vote, financial instability, and insufficient recruitment levels, managers of nursing have much to consider in long term NHS strategy.

Aims To assess the managerial challenges with the objective of prioritising them to help develop a strategy. To determine the front-line opinions regarding Brexit's effect on nursing leadership decisions.

Methods Qualitative Study. Expert interviews were conducted with nurses from Band 6 to Directors of Nursing within a large London-based Trust. Transcripts of the interviews were analysed for themes, and strategies were suggested accordingly.

Results The main challenges facing management are poor leadership training for nurses transitioning to higher bands, avoiding high turnover rates within a Trust, and domestic recruitment to the career. There was unanimous agreement (11 interviews) that Brexit was a non-factor in long-term strategy. European Union (EU) nurse retention was low. This was attributed to the introduction of the International English Language Testing System (IELTS) in 2016, and their overall short-term career goals within the UK. Thus, recruitment efforts had already shifted to the Asian subcontinent.

Conclusion Strategies should focus on leadership training, lowering turnover rates, and domestic recruitment. As such, the development of formal leadership programmes specific to nurses will be crucial in training cost-aware, and proficient leaders. An advice package to Trusts collating successful retention methods will empower managers to quickly uptake strategies. Career campaigns are recommended to improve local recruitment. Throughout, the long-term nurse management strategy should not lend itself too heavily to Brexit.

Leadership and lean in healthcare the missing link

16 DR

Hisham Kelendar*, Mohammed Mohammed. *Ministry of Health, Kuwait Faculty of Health Studies, University of Bradford*

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Medical practices tend to develop and grow. Today, healthcare is 'characterized by more to know, more to do, more to manage, more to watch, and more people involved than ever before'. The aging population, chronic diseases, increase demand, new technology and expensive services made different organizations under pressure. In this era, providing health services in high quality and achieving patient expectation with minimum resources considers as a challenge. Therefore, a new way of providing the healthcare services must be adopted.

In the literature, many managerial initiatives adopted in healthcare system (HCS) such as Total Quality Management, Balanced Scorecard and Six Sigma. Lean is one of those main influential management approaches recently adopted in HCS. Lean (born in the industrial sector) promises to provide more with less. Four common themes identified from lean philosophy: process-based view, focus on value, eliminating waste and employee-driven change. The healthcare setting, where it allows the authorisation of a decentralised management style is directly associated with successful lean implementation. The literature highlighted on how the leadership is critical for lean work to be successful. This could explain why adopting lean superficially without the leadership support and commitment, the gain will be temporary. Practical action from the senior leaders is by being actively involved in the lean events, expressing their attention for the worker's ideas and views, being a facilitator for eliminating the barriers, facilitate the corrective actions implementation, shows empathy and appreciation of the worker's efforts for improving the organisation and so on. Therefore, it is vital to have an effective lean leadership to ensure a successful lean transformation over the long-term.

The researcher aims to explore the case of lean in Kuwait HCS by applying lean to diabetic patient's flow in Primary Healthcare Centres considering the leadership.

Leading innovation and improvement

17 IMPROVING COMMUNICATION IN A MULTIDISCIPLINARY TEAM USING DIGITAL MONITORS AND A HANDOVER TOOL (ATMIST MNEMONIC) DURING PAEDIATRIC TRAUMAS

Marie-Pier Lirette*, Zamin Ladha, Tania Principi, Suzanne Beno. *The Hospital for Sick Children, Toronto, Canada*

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Background Paediatric traumas have been described as high-stake, low occurrence emergencies and are a leading cause of morbidity and mortality worldwide. Delivering appropriate care is imperative and relies on interdisciplinary teamwork.