



Grassroots Clinical Leadership

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2023

Personal journey to PNA

1. ACADEMIA

Education
Research

2. MANAGEMENT

Healthcare
strategy

3. CLINICAL
LEADERSHIP
Where to go?



- Broad & extensive experience in CC
- Connection to people
- Career pathway at point of care limited
- PNA role development and implementation



Evolving PNA Focus

3 Years:

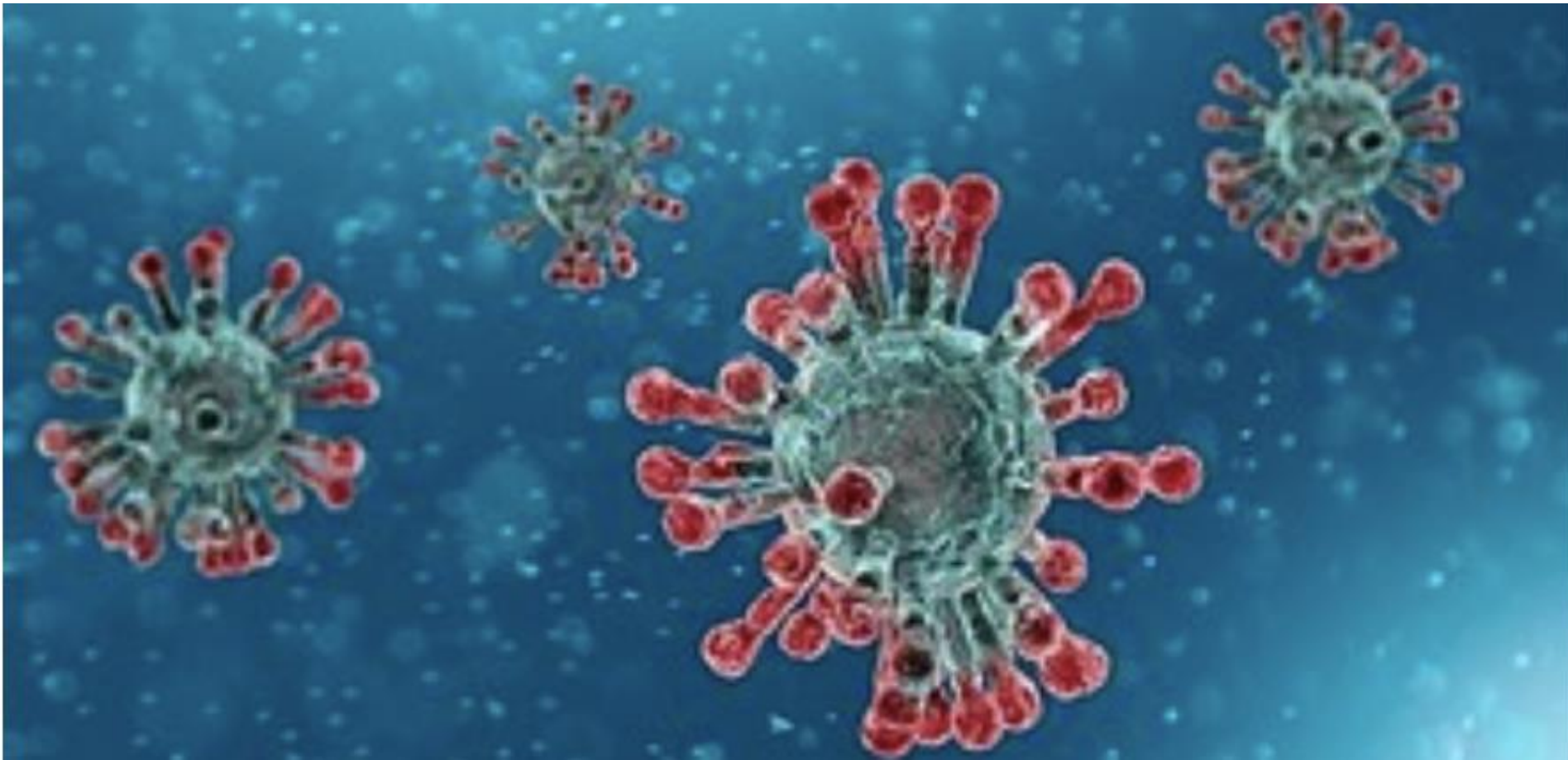
2021 Initial

2022 Next

2023 Now



PNA Initial Focus First Year 2021



**DO WHAT
YOU CAN,
WITH WHAT
YOU HAVE,
WHERE
YOU ARE.**

THEODORE ROOSEVELT

- Energy, Vision & ambition
- Projects underway: Humanisation of ICU
Nurse-patient synergy
Powerful moments
- Whole team approach, encouraging and motivating others
- Returned staff to their purpose, joy in work, satisfaction
- PNA protected time felt imminent
- Need for PNA support urgent
- Covid19 / Persistent Adversity / Burnout
- Recovery/resilience impossible until requisite PNA support implemented
- Local, Regional & National involvement
- Barriers accepted - small steps embedding A-EQUIP in practice

PNA Next Focus 2nd Year 2022



- Covid Gov restrictions→public responsibility
- Worsening staff situation - tired & exhausted
- PNA harder than we expected - barriers
- NHS Standard Contract - PNA Strategy
- Some Trusts on board with PNAs progressing
- Others - disappointment
- Period for raising awareness/preparedness
- Sessions on team days & study days
- NHSE regional advisors 'shaking trees'
- Pause/self care - await consistent approach
- PNA networks→focus on PNA support
- Trust awards 🏆 ☐☐
- Conferences / National attention
- WB, QI, now Retention - legacy mentoring
- PNA promotion / Twitter
- ICU Volunteers Project

PNA Focus Now 3rd Year 2023



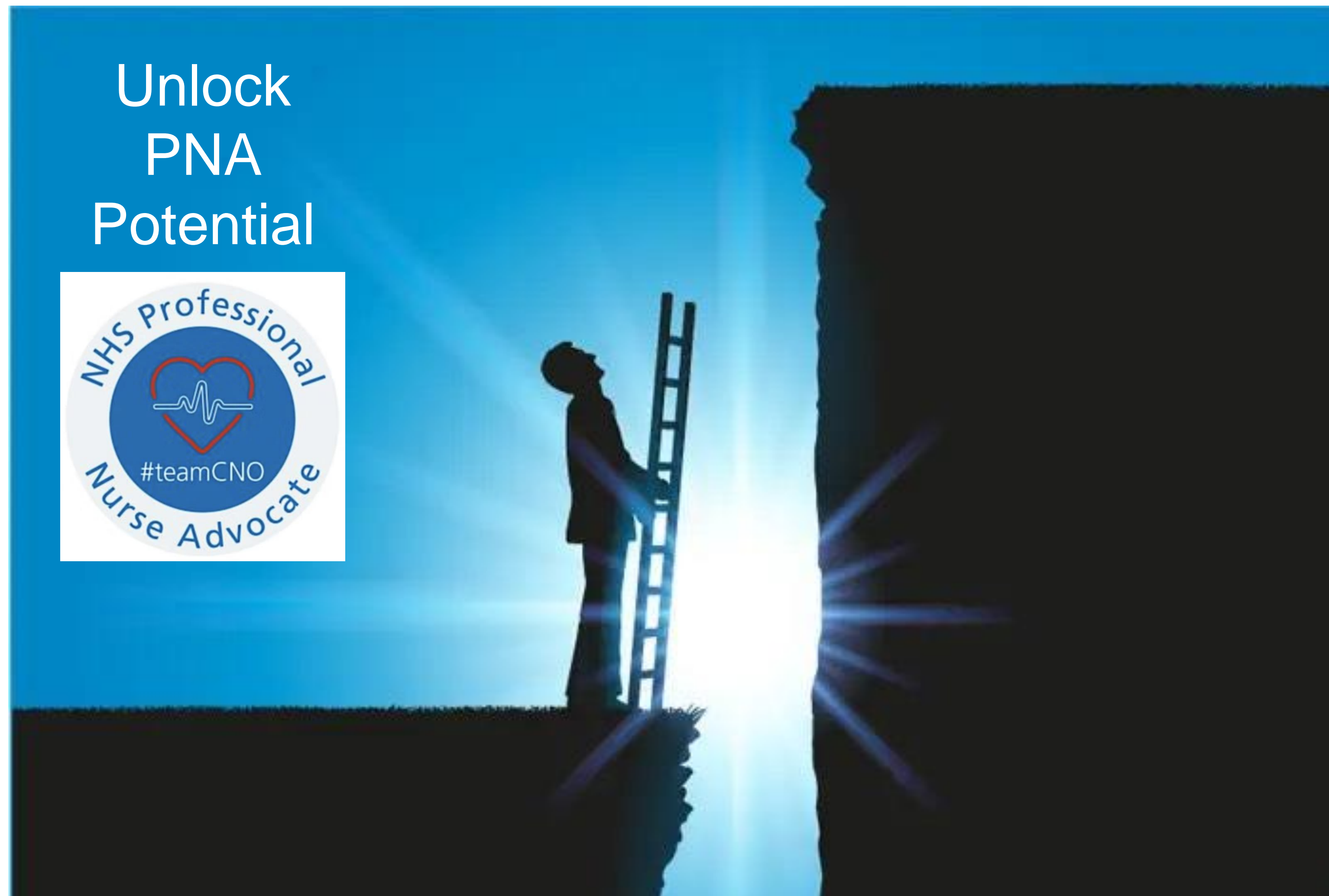
- Covid eased BUT continued stress: strikes, staffing shortages, CoL crisis/low pay and remnants of pandemic impacting HC
- Successful trusts building local evidence 🙌
- Await national evaluation
- Inconsistency in PNA implementation
- Many PNAs face limitations, slow progress, no budget, no support
- Frustration, no growth → detrimental
- PNA burnout, low morale & well-being
- Continue what we can but we actually want wholesale uptake of A-EQUIP
- Need belief, hope and progress in 2023. How?.....



PNA Future: Onwards & Upwards

- Different approach
- Draft NHS Standard Contract
- Grassroots attention, those who know
- Clinically immersed PNAs
- Organise from within teams
- Create leaders across nursing
- Experienced, mature, career progression
- Legacy mentors / Retention
- Sound start for new staff
- ROI, turnover

Finding the key to unlock barriers



Grassroots Clinical

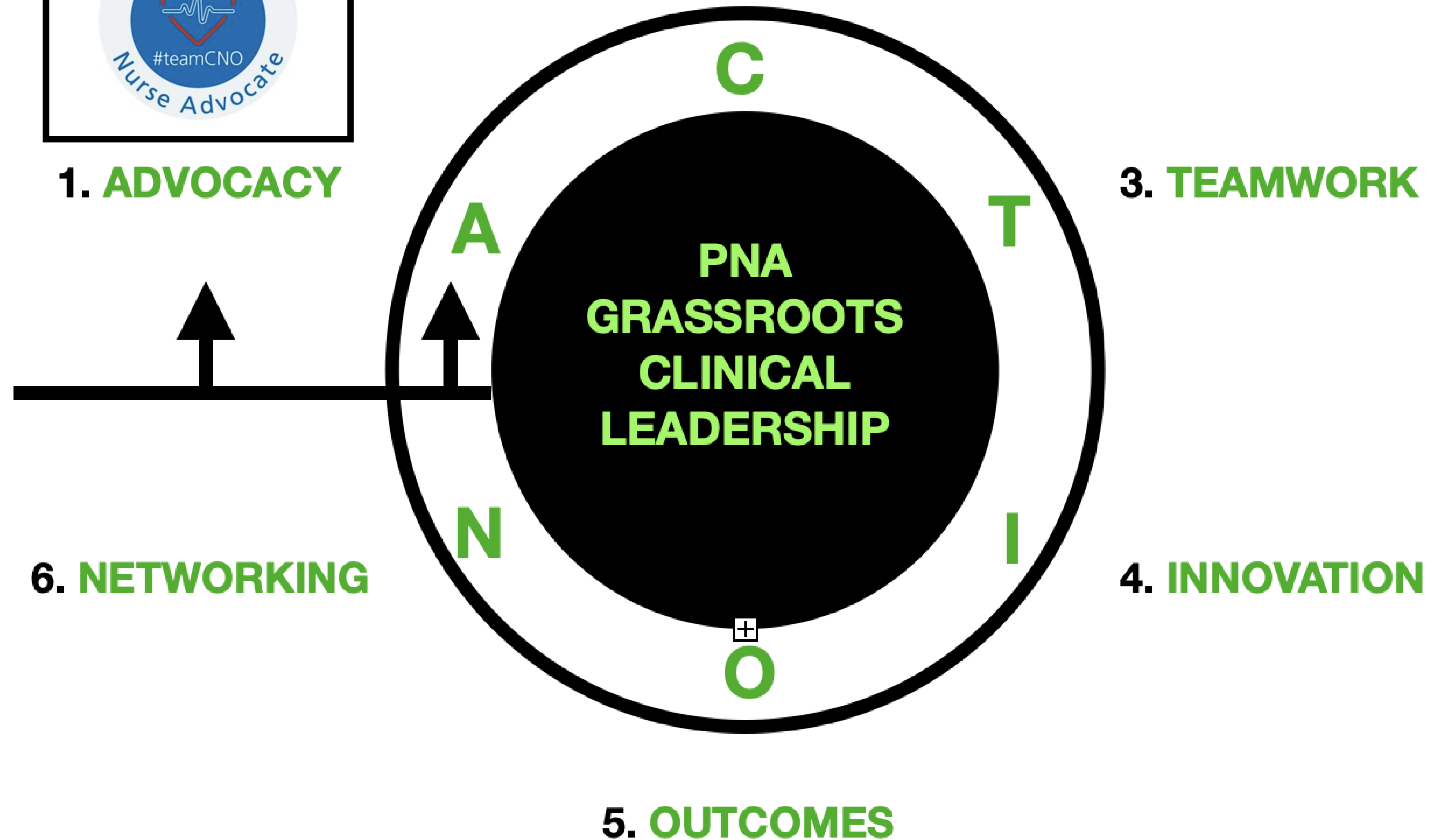
Leadership:

**BOTTOM UP
CHANGE**

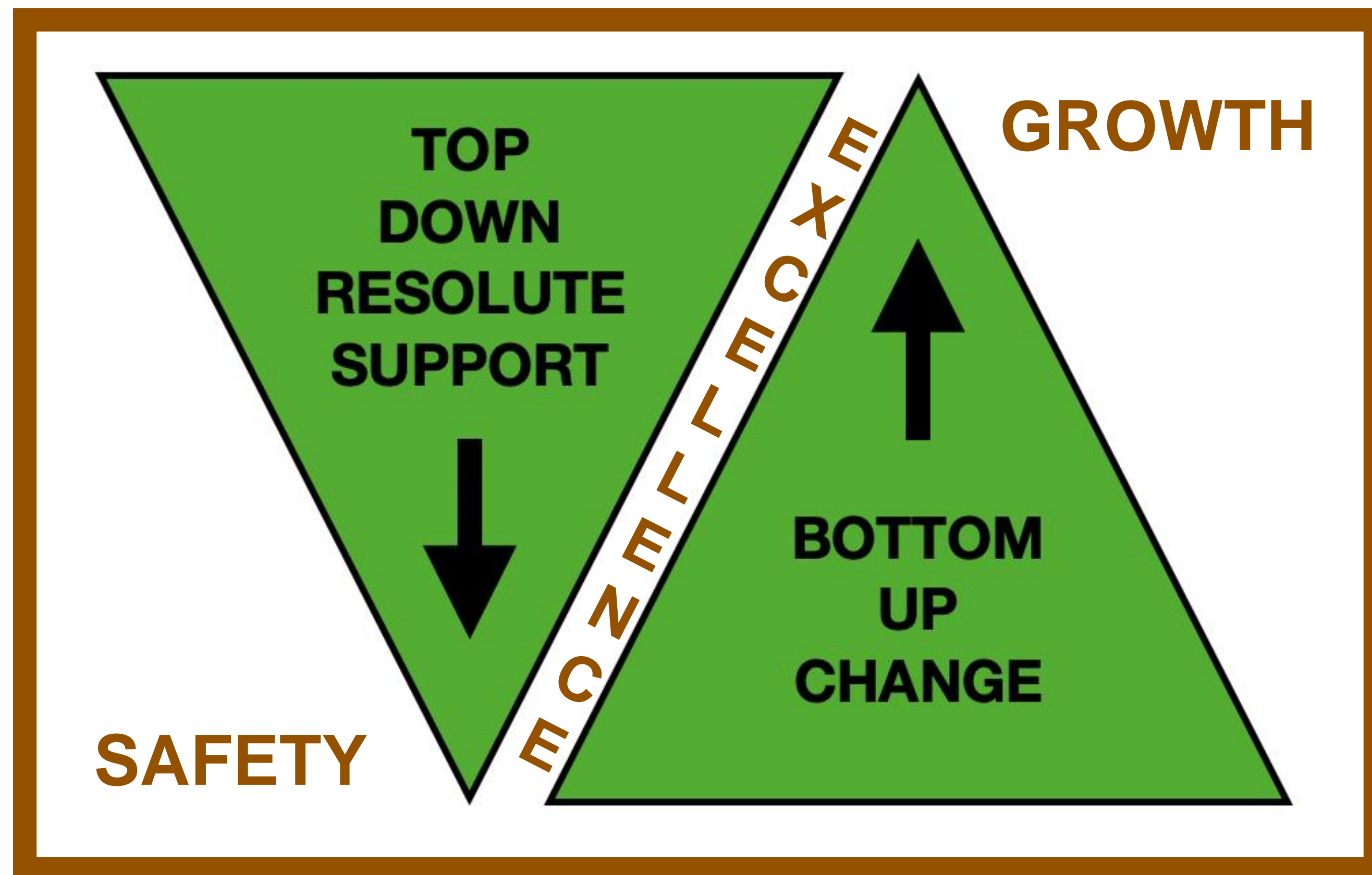


1. ADVOCACY

2. COMMUNITY



Supporting Grassroots Clinical Leadership: TOP DOWN SUPPORT



Grassroots clinical leadership: Growth

- Point of care autonomy & innovation
- Triggers interest, engagement, ownership, inclusion
- Seeds spread & cross-pollinate in teams
- Fertile land - growth culture, flourishing
- Small steps → quick wins
- Collectively surmounts to big things → change
- Organisational management mutual benefit

PNA scattering seeds of...

...GROWTH



Grassroots Movement



The PNA
ambition
depends on
grassroots
movement

Get grassroots cogwheels whirring



