


The logo for CDNA, consisting of a solid purple square with the letters "CDNA" in white, bold, sans-serif font centered within it.

CDNA

A purple rectangular box with a white border containing the title "EMPLOYMENT ISSUES" in white, bold, sans-serif font, centered.

**EMPLOYMENT
ISSUES**

A purple rectangular box with a white border containing the authors' names "DAVID BRIGGS & BETH TRENCHARD" in white, bold, sans-serif font, centered.

**DAVID BRIGGS &
BETH TRENCHARD**



**C
O
M
M
O
N
E
M
P
L
O
Y
M
E
N
T
I
S
S
U
E
S**

Assistance for members

Employment Issues

Introduction

These papers have been put together to assist members in tackling everyday employment issues. The decision about which problems to include in these papers was a difficult one. However the CDNA gives advice to members on a range of topics and the most common ones have been included in this publication.

The purpose of these papers is to enable members to pick them up, look at a topic and question whether the key actions have been taken. For that reason only a few key points have been included around each subject.

Finally we would like to acknowledge the efforts of other members of the CDNA team who have input into this work for example Robert Anderson from Scotland and Marnel Owen in Wales. Without their efforts the production of these papers would not have proved possible.

David Briggs and Beth Trenchard
Vice-chairs:

National Executive Committee: 10th October
2005



COMMONWEALTH
EMPLOYMENT
SERVICES

Assistance for members

Contents

Paper:

1. Low staffing issues.
2. High dependency levels in patients.
3. Budgets are reduced or frozen.
4. Staff who leave and are not replaced.
5. Increasing numbers of meetings or paperwork.
6. The work proves stressful.
7. Poor relationships between team members.
8. Self-managed teams.
9. Professional roles for integration of care delivery.
10. The modernisation agenda
11. The increasing number of student placements
12. Change wariness

Conclusion

Appendix 1 Keeping records

References

CDNA advice line: 020 8231 0180



COMMON
EMPLOYMENT
ISSUES

Assistance for members

Low staffing issues

Example:

There are too few members of the nursing team

Possible actions:

- Consider how is patient care affected?
- Identify what is the effect on the nursing team members?
- Be accurate and objective about the problem
- Consider all views of the team members and draw conclusions from them
- Can the team make the changes?
- Can the team put together a report using local statistics for discussion with the manager?
- Record all discussions and actions

Phone 020 8231 0180 for support if necessary



COMMONWEALTH
EMPLOYMENT
YOUTH
SERVICES

Assistance for members

High Dependency levels in patients

Example of the issue

There are a number of very dependant patients in the caseload

Possible actions:

- Is there joint involvement between the agencies in respect of the type of patients assessed (e.g. through single assessment)?
- Is the manager aware of the situation? Can extra funding be found?
- Are referral criteria clear?
- Can the member put together a report using local statistics for discussion with the manager?
- Record all discussions and actions

Phone 020 8231 0180 for support if necessary



COMMONWEALTH SERVICES

Assistance for members

Budgets are reduced or frozen

Example of the issue

The use of bank staff is stopped.

Possible actions:

- The manager needs to be consulted.
- The work needs to be prioritised around agreed criteria.
- This needs to be documented.
- All courses of action need to be considered (see the CDNA document closing caseloads/ creating waiting lists (1997a)).
- Highlight the costs through extra work in terms of back strain etc. These costs will be higher in the long term.
- Record all discussions and actions

Phone 020 8231 0180 for support if necessary



COMMONWEALTH GOVERNMENT SERVICES

Assistance for members

Staff who leave are not replaced

Example of the issue

Posts are frozen when people leave. This process can happen gradually over time.

Possible actions:

- A plan needs to be drawn up before the person leaves as to what is going to happen.
- An action plan can be formulated at any stage of the process with the managers involvement.
- This needs to be documented and managers need to be reminded of it (as necessary).
- Incident forms need to be completed when staff consider the staffing levels are at a dangerous level.

Phone 020 8231 0180 for support if necessary



COMMONWEALTH SERVICES

Assistance for members

Increasing numbers of meetings or paperwork

Example of the issue

The paperwork is increasing around the analysis of the visits made. More audits are introduced.

Possible actions:

- The staffing in the team must take into account any duties, which do not result in direct contact with patients.
- Prioritise these duties.
- Evidence needs to be collected as to how these duties are affecting the patient care (specific examples are often best).
- The duties need to be discussed with the manager in team meetings and minutes kept.

Phone 020 8231 0180 for support if necessary



COMMON EMPLOYMENT ISSUES

Assistance for members

The work proves stressful

Example of the issue

The member starts work early and finishes late.
Physical and mental exhaustion occurs.

Possible actions:

- The district nurse should seek advice from his or her own General Practitioner and from the occupational health service as necessary.
- The employer should have a policy for dealing with stress, which must be adhered to by managers.
- Personal space and time management are important.
- Please refer to the CDNA paper detailing the guidelines for dealing with stress.

Phone 020 8231 0180 for support if necessary

Assistance for members

Poor relationships between team members

Example of the issue

The General Practitioner's surgery team want to take one course of action and the district nurse team wish to pursue a different one

Possible actions:

- Frequent meetings need to occur
- GPs need to be made aware that district nurses operate under policies and guidelines issued by their employer.
- Multi-professional training days and team building events can foster good relationships between the parties.
- Priorities on the part of both sets of professionals need to be negotiated between them.
- Minutes of the meetings held need to be kept.

Phone 020 8231 0180 for support if
necessary

Assistance for members

Self-managed teams

Example of the issue

Staffing such teams might be difficult. The support from outside the team for the teams efforts can be variable in its

Possible actions:

- Members should articulate the advantages of autonomy and job-satisfaction that relate to being a member of such a team.
- Objectives need to be made clear and members of the team need to identify their priorities around these.
- Meetings with senior management need to occur frequently.
- Management needs to ensure such teams are adequately resourced.
- The CDNA document 'Self-managed Teams' is available (1997b)

Phone 020 8231 0180 for support if necessary



Assistance for members

Integration of professional roles for care delivery

Example of the issue

A manager wishes to combine the roles of two professionals for new ways of working

Possible actions:

- All professionals who are affected need to be involved in the planning of such roles.
- There needs to be full funding and training around the competencies required.
- Clarity is required in the setting of any lines of accountability.
- There needs to be constant monitoring and evaluation around the development of new roles.
- Protocols are developed in line with any integration of roles.

Phone 020 8231 0180 for support if necessary



COMMONWEALTH SERVICES

Assistance for members

The Modernisation agenda

Example of the issue

The district nursing role is extended into new areas of practice

Possible actions:

- The approach to the modernisation agenda needs to be carefully co-ordinated.
- The effects of this agenda need to be reviewed in the light of the teams' total staff numbers and skill mix.
- Funding needs to be agreed at an early stage of the process.
- New staff bought in to replace those roles that have been extended need to be in place early in the process.
- Training and the provision of protocols and guidelines are essential.

Phone 020 8231 0180 for support if necessary

Assistance for members

Increase in student numbers

Example of the issue

There are more students accessing district nursing placements

Possible actions:

- Student allocation should be under the supervision of a senior nurse.
- Student placements need to be discussed with the teams affected.
- All student placements need to be allocated by the same senior nurse to ensure no team is overburdened.
- The multi-professional team needs to be involved in providing student nurse education.
- Management support is essential
- Local Health Boards or Primary Care Trusts.

Phone 020 8231 0180 for support if necessary

Assistance for members

Change wariness

Example of the issue

Many members report they are fed up with change and provide a history of events to back this up.

Possible actions:

- Take as much control as you can of new initiatives.
- Innovation needs to be shared through being part of a team.
- Any change needs to be introduced gradually and must never fall on one person.
- Changes affecting the employment contract need to be negotiated through staff side representation.
- Any changes affecting professional practice should be based on the appropriate evidence such as the Essence of Care document (DOH:2005) or the Fundamentals of Care document in Wales (The Welsh Assembly:2004).

Phone 020 8231 0180 for support if necessary



Assistance for members

Conclusions

The CDNA hope that this material has helped you to address key factors involved in the every-day employment issues which you might face. The CDNA has a team of advisors to help if the issue becomes more complex, but we often find that once the manager and member are brought together and the key issues identified, the matter can be resolved very simply at an informal level.

There are some main ideas that can be drawn out from the points raised in these papers:

- Be open and honest wherever possible.
- Involve all people who are affected by the situation (if the issue affects several team members the case is often that much stronger).
- Consult management early in the process
- Keep records of all action you have taken (see appendix 1).

Phone 020 8231 0180 for support if necessary



Keeping records

COMMONWEALTH GOVERNMENT - SERVICES

Your name and contact details (including membership number):

Briefly what is the issue?

Who are the key players and their contact details?

Action taken (with dates)

Phone 020 8231 0180 for support if necessary



COMMON EMPLOYMENT - SCS

Assistance for members

References

- Community and District Nursing Association, (1997a), Closing caseloads/creating waiting lists, London, Community and District Nursing Association.
- Community and District Nursing Association, (1997b), Self-managed teams, London, Community and District Nursing Association
- Community and District Nursing Association, (2004), A position statement and stress, London, Community and District Nursing Association.
- Department of Health, (2005), Essence of care, London, Department of Health.
- The Welsh Assembly, (2004), Fundamentals of Care; Quality of care for audits, Cardiff, The Welsh Assembly.

Please note that some CDNA documents are under review.

Phone 020 8231 0180 for support if necessary