

Congratulations! You are now our new Head Nurse!

Renay Rickard RVN Cert SAN CVPM
Practice Manager Kernow Veterinary Group Ltd
VPMA President



Introduction

- Worked in practice since 1985 – starting as an animal care YTS trainee
- Qualified as a VN in 1989
- Head Nurse 1995
- Joined VPMA 1996
- Practice Manager 2004
- Group Practice Manager 2014 after merger of three practices into one – now employing 95 team members over four sites – all are nurse training practices.
- VPMA Board member since 2013
- VPMA President 2016.

Also

- D32 / 33 / 34 (A1 V1) NVQ Assessor & Internal Verifier as part of the VN team at Duchy College
- Course Moderator for Diploma Course
- Clinical Coach trainer
- Part of the VN futures project.

Driving Forces.....

- Passion for the veterinary industry and the people who work within it.
- A special interest in the training and development of veterinary nurses and other support staff in non clinical aspects of their role
- A determination to make the most of opportunities that offered and giving 100% commitment and effort
- A supportive team in practice

Job Description?!

- Organisational skills and multitasking when all around appears to be chaos
- Diplomacy skills It would be easier at times to be a UN Peace envoy
- The rota & holiday calendar miracle worker
- Computer, electronics and general equipment maintenance guru
- Public relations officer - when selective amnesia sets in and no-body else can remember who filled out the forms for the individual cremation ... that never returned to the practice
- Company Counsellor – never ending supply of tissues, tea & sympathy

Ok What now....

- Clear job description – know what expected of you
- Regular reviews & feedback
- A clear development plan with SMART goals
- Non clinical CPD & training
- A clear reporting and management structure

Lead your team -

- Leaders become great – not because of power, but because of the ability to empower others. Develop your team & regularly review this development.
- Learn the difference between control & controlling. Delegate effectively. A good Head Nurse should have a team that is just as effective when they are not there. Learn to check on people not their work.

Leadership Fails....

- Not utilising talent
- Lack of delegation
- Exhaustion
- Less Team Work
- Blocking progress
- Impatience
- Hypercritical

Its tough at the top!

- The art of listening – and knowing when to act
- Being approachable – but not constantly available
- Have a clear reporting structure

Communication

- Involve your team
- Find a system that works for the team – not just the leader
- Make the team responsible for information sharing

Rota's..... The poison chalice

- Know your facts – keep up to date with relevant employment legislation on working conditions – including maternity, paternity, sickness, employment of young people, flexible working patterns.
- Anything that is too flexible – will eventually snap and that includes people.
- Carry out regular analysis on staffing levels
- Do not be afraid to change things that dont work

Equipment....

- Keep good records on maintenance and servicing, and ensure people know where to find them
- Have standard operating procedures in place and review regularly
- Ensure people are trained correctly in the safe use of equipment
- Ensure you are NOT the only person who knows how things work or who to contact when they dont – ensure that this information is readily available

Customer Care

- Ensure that this is a priority for all team members
- Encourage a culture where client expectations are exceeded
- Ensure all team members are aware of complaint procedures
- Discourage a “Blame” culture – but encourage accountability
- Be responsible for reviewing and ensure protocols in place to stop happening again

Support & counselling – where to draw the line

- Encourage a supportive environment – but the practice has to function
- Learn to recognise signs of stress or other mental health issues
- Know where to draw the line – even if it means directing people to outside help
- Do not take all problems on yourself and ensure there is support for you

Any questions..... ?



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excellence in veterinary
practice management



The Veterinary Practice Management Association
www.vpma.co.uk

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- Practice Development and Certification
- Regional Networking and Training
- Practice Management Resources
- Member Benefits and Discounts
- Active Lobbying in the Profession

Your Go-To Practice Management Resource



- Sharing best practice through on-line materials, a business and management focused member magazine 'Practice Life' and newsletter updates.
- Money-saving member benefits and discounts off partner services.

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“Being a Practice Manager can be a lonely position but with regional meetings, forums and CPD events you always feel you can chat to someone who knows exactly what it’s like to be in your shoes.”

Rebekka Fiorani, Practice Manager Clent Hills
Vet Group

- The association is led by an energetic board of directors dedicated to meeting the needs of its members.

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