Medicines management: Lack of charisma? A supervisory makeover

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7th Biennial LSAMO Forum UK National Conference
11th March 2014
Overview

- Influence of supervisory framework
- Highlight national confusion
- Lack of attention by midwives
- Association with medical model and intervention
- Generate wider interest
- Integrated and consistent approach
A personal journey

- Posom training 2013
  - Supervisory perspective on medicines
  - Historic, social, ethical and legal
- Local proposal for action
  - A multi-professional issue
- Dissemination of ideas
  - National confusion and lack of attention
  - Fragmentation and medicalisation of care
  - Integrated and evidence based approach
  - Better informed and individualised care
Background

- Local investigation and audit
  - Medicine administered without valid prescription
- A professional issue
  - Context and possible extent
  - SoM potential to influence change and support safety
- Hidden phenomenon, widespread nationally (Birch and Culshaw 2003)
Confusion

- NMC Standards for medicines management 2007
  - Convoluted legislation & amendments
  - Misinterpretation and variation in practice
    - NES Midwives and Medicines (2012)
    - NMC Midwives exemptions frequently asked questions (2012a)
    - Focus on midwives exemptions
      - Only part of the picture
Cultural context

- **Professional power struggle** (Donnison 1988; Kirkham 1999)
- **Divided loyalties** (Heagarty 1996)
- **Persistent autocratic leadership** (Lewin et al 1939)
- **Bullying culture** (DoH 2014)
- **Falling standards** (Francis 2013)
- **Medication**
  - one of a range of dilemmas
Medicines and midwives

- Central benchmark for nurses (Kenmore 2008)
- Lacks charisma for midwives
- Suggests medical control (Donnison 1988)
- Historic independent nature (Allison and Kirkham 1996)
- Autonomous self image advocating for women
Prescriptions

“an instruction written by a medical practitioner that authorises a patient to be issued with a medicine or treatment” (Oxford University Press 2013)

- 1968 Medicines Act – Licensed drugs
- Previous patchwork legislation
- Autonomous medicine administration (Berkeley 1946)
Risk and medicine internationally

- A prominent feature in safety culture
  - To Err is Human (Kohn et al. 1999)
  - Adverse events Australia (Wilson et al. 1999)
  - Organisation with a Memory (DoH 2000)

- Systematic review (Lewis et al. 2009; Keers 2013)
  - Prescription and administration errors
  - Gross underreporting & variation
  - Up to 50% of hospital admissions affected
  - Closer to 100%?
Drug errors: the national picture

- A common theme of LSA investigations (NMC 2014a)
- A predominant supervised practice issue (NMC 2013)
- 12.5% of hearings (NMC 2012b)
- £8,759,430 paid out for 83 successful maternity claims over 10yrs (NHSLA 2012)
- Wide variation in reporting rates
  - LWH: 6 months 193 incidents 17% (NPSA 2013)
Illegal drug administration

- Allitt and Shipman (Clothier 1994; Harman et al 2007)
- Inadvertent illegal practice
  - Confusion
  - Lack of adequate information
  - Independent nature advocating for women
- Falling standards
  - Staff shortages + workload = pressure (from hierarchy?)
- Supervisory investigation/Audit
  - Systems factors as mitigation
  - Change to support safe practice
Local issues in context

- Inadequate policies
- Bureaucratic spheres of responsibility
- Inaccurate prescribing (Birch and Culshaw 2003)
- Electronic systems – help and hinder (NPSA 2007)
- Engagement between SoM’s and governance (Kings Fund 2008; Richards 2008)
- A transformational approach (Ralston 2005)
- Courage (Compassion in practice 2012)
- Non-punitive support (NMC 2009)
Pro-active approach

- Supervision/Clinical Governance interface (NMC 2012c; LSA National Forum (UK) 2013; NMC 2014b)
- Regular Agenda item
- Maternity staff briefing
- Midwives questionnaire
- Micro (individual) and Meso (organisational) level change (Antrobus and Kitson 1999)
  - Inspire and acknowledge individuality (Murphy 2005)
  - Apply national policy to inform local strategy and protocols in the wider forum
    - Strategy development
    - Multi-professional working group
The strategy

KEY AIMS:

- Improving safety quality and effectiveness of medicines administration in maternity:
  - Reducing delay in commencing or continuing treatment
  - Facilitating best practice and raising standards
  - Raising awareness of standards and best practice
  - Provision of relevant reference material and mandatory training
The proposal document

- Letter to stakeholders
- Distribution list
- Background
- Solutions Toolkit
- Measuring effectiveness and financial impact
- Glossary and references
- Appendices
  - Midwives questionnaire
  - Midwifery standards
  - Actions to date
  - Minutes of preliminary MDT meeting
The solutions toolkit

- Wider access to Midwives Exemptions
- PGD Development
- Electronic prescription issues
- Information provision
  - Relevant mandatory training
  - Regular briefings to reflect changes
  - Local midwives formulary
  - Policy reflecting standards and guidance
- Clinical project lead midwife
Progress

- Ongoing SoM team support
- Wider Midwives Exemptions access
- PGD applications
- Project lead admin time
- Training session
- Presentation to MMC
- SoM membership of trust Medicines Management Committee (MMC)
- Interest at Board level
Macro matters

- Intelligence sharing and high quality information provision
- Contact SoM’s questionnaire
- Influence Midwives Exemptions list
- Unlicensed use of Syntocinon
- Midwife prescribing (DoH 2010)
- Academic interest/research
- Midwifery training
- Policy support for clinical practice
- National debate
Conclusions

- Medicines management is confusing for midwives
- Affects standards in practice
- Variation in local strategy
- Lack of evidence and information
- Power imbalance
- Case for greater national interest
- Consistency and clarity in practice
References

References

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Thank you!

- Any Questions??
- Any Answers??