



## Management style key factor in A&E waits

<http://www.firstlight.cn> 2007-03-28

26 March 2007. The study, which has been published by the National Co-ordinating Centre for NHS Service Delivery and Organisation Research & Development (NCCSDO), examined practice and staff interviews in two thirds of A&E departments in England and Wales to come up with the findings.

A participative management style was associated with shorter waiting times. Regular team meetings, leadership support, increased information sharing on work performance all helped to reduce individual control, requiring people to work together in a co-operative way to reduce waiting times. A participative management style of the Lead Clinician was also associated with increased collaboration with other departments in the Trust and a more positive view of morale in the A&E departments.

Another important workforce factor associated to longer waits is increased nursing sickness absence, which was linked to job related psychological strain. The researchers are not clear as to the exact cause and effect of this and whether it is the absence of nurses that leads to longer waiting times, or whether existing longer waiting times and pressure to meet targets, leads to absence.

Surprisingly A&E departments that spend more money on patient care were also found to have longer waiting times. The researchers believe that spending on facilities and clinical practices in a department may reflect the type of clinical behaviour such as strict adherence to protocols. They suggest that if departments have a clear pathway for dealing with different illnesses they could limit the number and types of investigations they make, therefore reducing overall costs and speeding up the process.

Suzanne Mason, the lead author of the study and a reader of Emergency Medicine in the University's School of Health and Related Research, said: "Hospital trusts should address the key issues of nursing sickness, medical leadership and how patient care is delivered if there are to improve performance. Moves to nationally reorganise emergency services with the closure of A&E departments seeing smaller numbers of patients and the development of 'super' A&E departments may have an adverse effect on the length of time patients wait to see a doctor."

"In addition, changes to junior doctor training, which will produce consultants earlier, must ensure junior doctors are equipped with appropriate management skills to lead NHS services."

[存档文本](#)