We have provided initial training, tools and facilitation to ensure the ward managers/ward sisters are equipped to lead and are confident about their role.

Action learning supports the ward sister to continue to implement the remaining Productive Ward modules when the project team have left. To support ward sisters, training has been given to staff nurses to help them lead and implement a module.

**LINKS TO TRUST-WIDE SYSTEMS AND PROCESSES**

As the number of productive wards increases, a conflict of interest may arise with some of the hospital-wide support services.

It is challenging for the support departments to understand and appreciate ward requirements as they will have to implement the SS work in their room and storage areas (Box 1, p22).

For example, estates services need to be flexible and responsive so they can make minor alterations to wards, such as moving a sluice or fixing shelves.

**CONCLUSION**

A quality improvement and operational change programme such as Productive Ward enables an organisation to concentrate on and reassert its core purpose, give back control to staff, and involve the whole organisation.

Leadership and commitment from the top are essential to its success, as initiatives such as this are about changing the whole organisation, not just tinkering with systems and making small improvements.

Part two of this series, to be published in next week’s issue, describes the role of the facilitator in implementing the Productive Ward initiative.

**REFERENCES**


