





Mental health nurse – 24 years

MSc Management and Leadership 2012 – Sheffield  
Hallam

New challenge – Research fellow

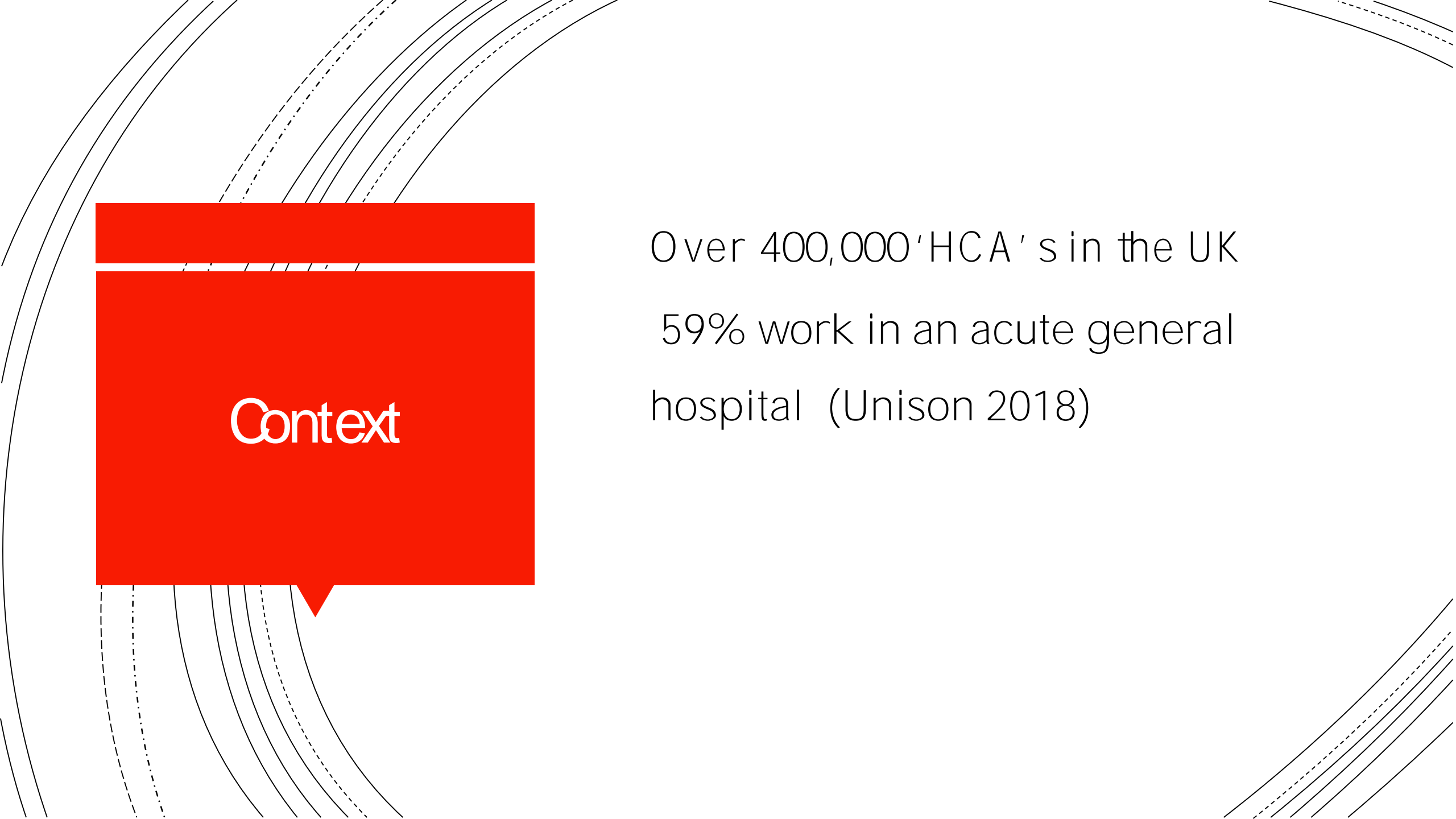
De Montfort University, Leicester

Adult wards

PhD opportunity

HCAfield



A decorative graphic on the left side of the slide features several concentric, curved lines in both solid and dashed styles. A large, solid red speech bubble is positioned in the center-left, pointing towards the text on the right.

Over 400,000 'HCA' s in the UK  
59% work in an acute general  
hospital (Unison 2018)

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HCAAs not waiting for each  
consecutive instruction ...

...

Not able to explain how they knew  
what to do

Ethnography -



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Observations followed immediately  
by interviews

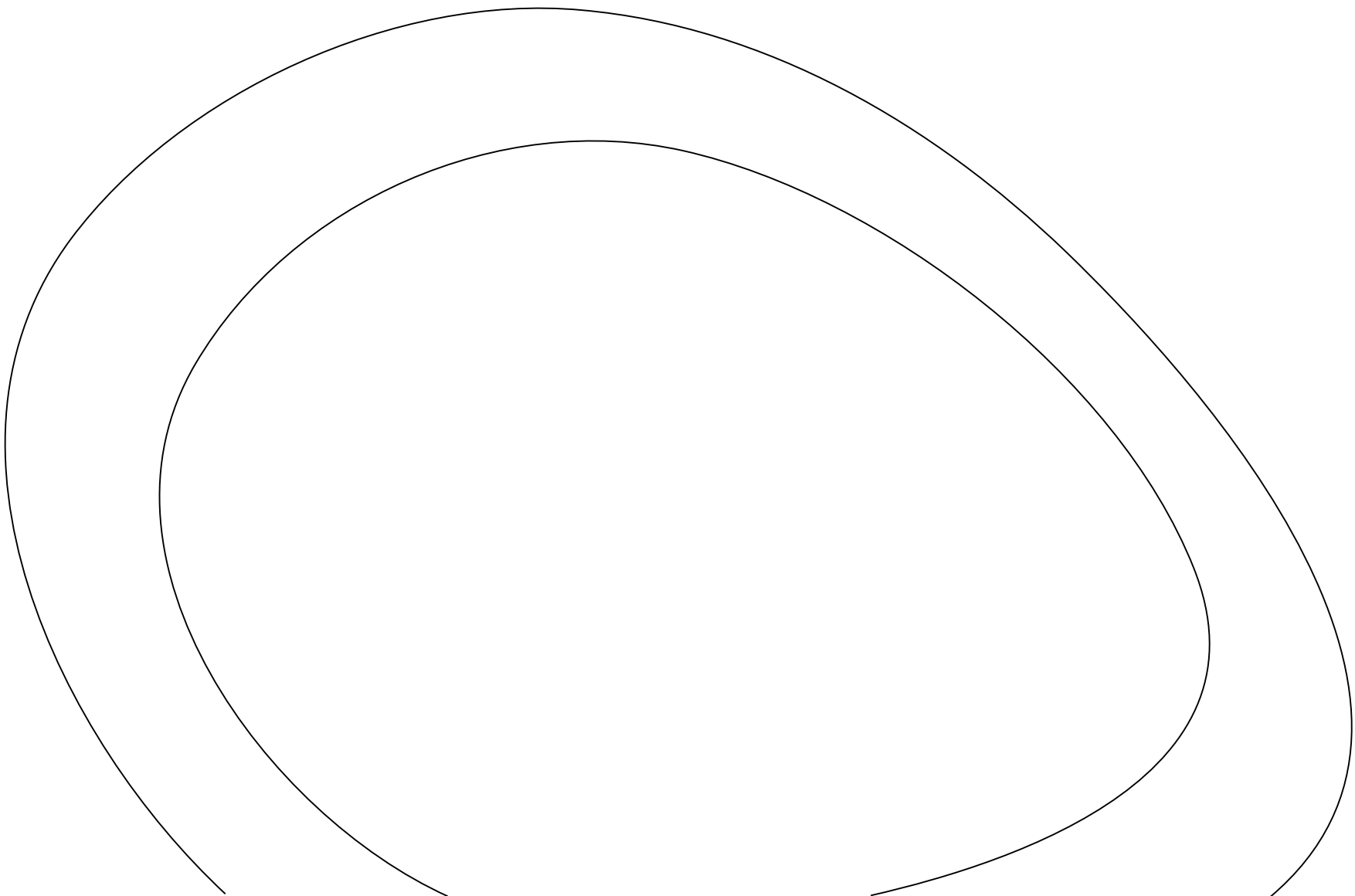
148 hours observations.

108 interviews.



Bays restricted their ability to work as a whole nursing team







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Shared team goal

HCA-RN Dyad

Form

Function

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Pre-shift preconceptions and  
'gelling'

Hierarchical differences

Physical isolation

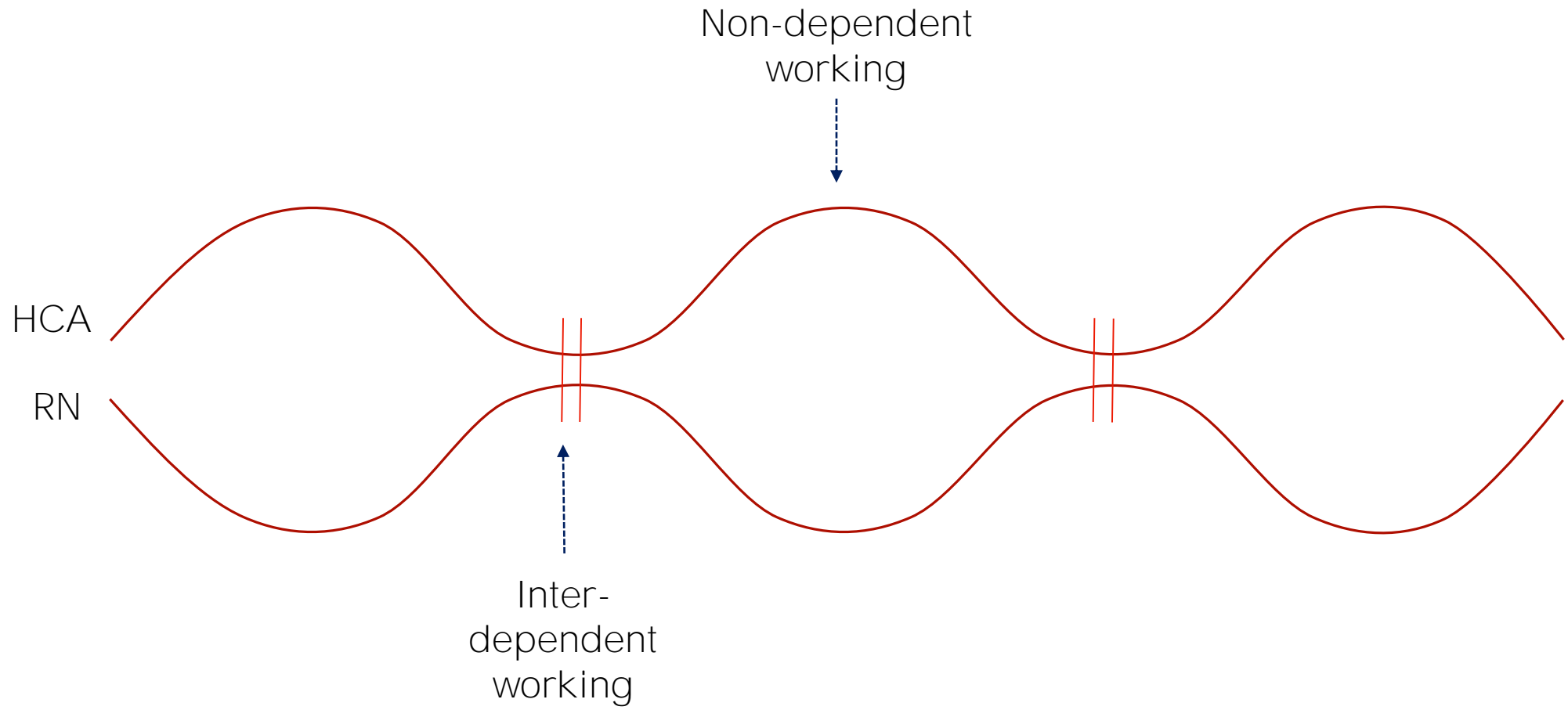
Concentrated relationships



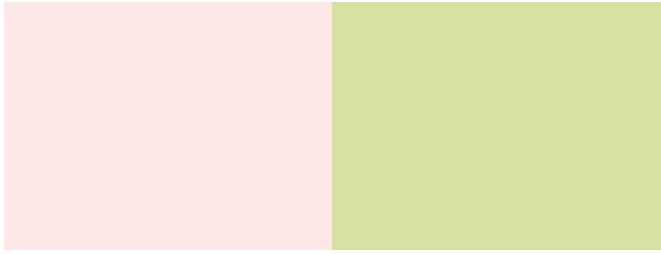
Joining and separating;

Non-dependent working

Inter-









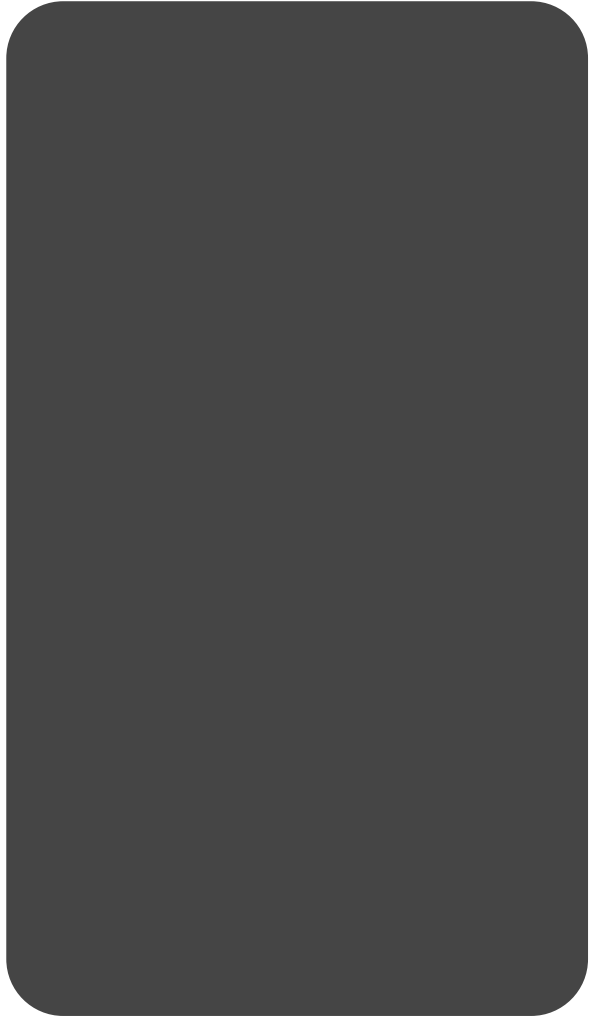
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Exchangeable and distinguishable  
roles

Holding 'mini-meetings'

Beholden to the RN – asking a peer,  
escalating, doing it alone

Searching for equity



Rachael Carroll

HCA - the nursing team = RN that  
on that shift -

to work non-  
dependently and inter-dependently

A successful dyadic team  
completed all of their work on time  
with no omissions.





Thank you

Rachael Carroll

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