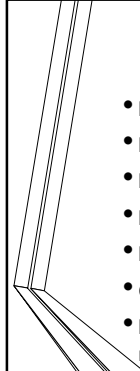


Inspiring Nurses to Lead with Heart

Cultivation of a Leadership and Engagement Culture


1



Nurse leadership: It is complex

- Healthcare environment
- Enhanced health care experience for the patient
- Prioritized staff engagement and empowerment
- Recognition of strengths in others
- Multigenerational workforce
- Create healthy work environments
- Different levels of nursing leadership in a variety of roles

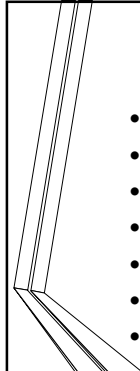
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Nursing leadership: It has an impact!

- Patient safety
- Climate of safety for staff
- Safe medication practices
- Lower patient mortality
- Patient satisfaction
- Quality of care
- Improved nurse civility


3



Nurse Leadership: It is vital

- Nurse burnout
- Nurse retention
- Nurse retirement
- Nurse satisfaction
- Nurse engagement
- Nurse innovation
- Nurse advancement

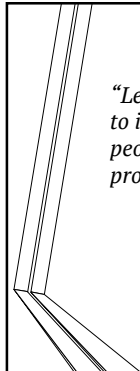
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Nursing leadership: Choice or Chance

- Idea Path
- Career Path
- Chance Path
- Temporary Path

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“Leadership is a process of Influence. Anytime you seek to influence the thinking, behavior, or development of people toward accomplishing a goal in their personal or professional lives, you are taking the role of a leader.”

– Lead Like Jesus, Ken Blanchard & Phil Hodges

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Nurse leader disillusionment

- **Formal leadership training and development**
- Role confusion/lack of clarity and competing priorities
- Advanced practitioners and leadership role

7

You want
me to do
what?

8

Nurse leader disillusionment

- Formal leadership training and development
- **Role confusion/lack of clarity and competing priorities**
- Advanced practitioners and leadership role

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What am I
supposed to be
doing now?

10

Nurse leader disillusionment

- Formal leadership training and development
- Role confusion/lack of clarity and competing priorities
- **Advanced practitioners and leadership role**

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What does
support look like
to you?

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Leadership & Professional development

- Budget training
- Staff FTE changes
- Feedback
- Conflict resolution
- Evaluation (annual and mid-year); peer reviews
- Mentor and coach
- Payroll and attendance management
- General unit operations: through-put, LOS, etc.
- Incivility
- Hiring and termination
- Performance Improvement plans
- Progressive orientation plans
- Recruitment and Retention
- Staff engagement
- Clinical practice changes
- Communication: email, huddle, huddle board, face-to-face
- Policy review and updates
- Emergency preparedness

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Leadership & Professional development

- New equipment on the unit
- Equipment maintenance and repairs
- IT issues including downtime process
- Infection prevention: Hand Hygiene,
- Orientation
- On-going training/Annual competences
- Compliance tracking: ACLS, BLS, PALS, POCT, restraints, etc
- Staff scheduling
- Justification for staffing changes
- TJC survey
- CMS survey
- Magnet preparation
- Supply management
- Interdisciplinary collaboration: providers, other units, EVC
- Patient complaints
- Staff recognition: public or private
- Incident reports
- HIPPA violations

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“You can't lead the people if you don't love the people. You can't save the people if you don't serve the people.”
— Cornel West

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Leadership development through.....

- Professional practice
- Expanded education continuum
- Transformational High Performing teams

16

Leadership development through professional practice

- Creating a culture of inquiry and exploration
- Integrating practice recommendations into unit-based decisions and processes
- Conversion of practice recommendation into standard work

17

Creating a culture of inquiry and exploration

- Decreasing the length of stay for microvascular decompression patients
- Measurement of risk for perioperative stroke
- Progression to ambulate patient with post transfemoral arteriogram/closure device
- Creation of Phase II area

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Integrating practice recommendations into unit-based decisions and processes

- Pre-op handoff
- Prescriptions in pre-op
- Consolidation of overnights
- Staff redesign: 1 Z3

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Conversion of practice recommendation into standard work

- Phase II discharge criteria
- E Handoff
- Phase I to boarder care
- Giving and Receiving Feedback

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Leadership development through expanded education continuum

- Precepting
- New graduate residency programs
- Orientation and on-training
- Certification
- Intentional succession planning
- Graduate school support

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Preceptor, Orientation, On-going Training

- Preceptor Development
- Charge nurse workshops
- Pediatric Orientation
- Perianesthesia orientation coordinator
- Clinical Resource Nurse
- Life Safety

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Perianesthesia Nurse Residency program

- Large cohorts
- Preceptor selection
- PACU Classes
- Orientation to Medical-surgical/Acute Care/IMC level of care
- EBP project

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Perianesthesia Certification

- Getting ready for Magnet #5
- No newly certified nurses for years
- A couple of nurses decided to become certified
- Those nurses the began encouraging others to become certified
- New goal 75% of our eligible nurses will be certified

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Succession planning

- Graduate school support
- Nurse Engagement survey
- Recruitment and Retention
- Representation on hospital, service, specialty councils, & unit committees

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Who they are?

- **Self-awareness**
- Empathy
- Inclusive
- Delegation
- Humility

26

Who they are?

- Self-awareness
- **Empathy**
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27

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28

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29

Who they are?

- Self-awareness
- Empathy
- Inclusive
- Delegation
- **Humility**

30

My team is my customer! My job is to serve my team by removing barriers that keeps them from doing their jobs.

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What can you provide?

- Role clarity
- Transparent structured pathway
- Initial and ongoing training
- Professional opportunities at the organizational level
- Time to do what is being asked
- A tribe to grow with
- Administrative support

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Transformational leaders

- Relational leadership approaches tended to have more positive nursing outcomes as compared to more task-focused leadership styles including:
- Associated with intent to stay
- Higher levels of nurse engagement
- Positive effects on safety compliance

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Transformational leaders

- Idealized influence
- Inspirational motivation
- Intellectual stimulation
- Individualized consideration

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Components of Transformational High Performing teams

- Quality improvement studies
- Elevated safety culture
- Perianesthesia Certification
- Magnet and Retention
- Mentoring and delegation
- Professional growth opportunities

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Test Questions

Question One

In the 2014 qualitative study of Generation X managers in which the barriers related to professional success and personal/professional fulfillment was examined; the barrier mentioned most was:

- a. Lack of formal leadership training
- b. Inflexible organization cultures
- c. Feeling stereotyped and under valued
- d. Not understanding the gravity and demands of the position prior to accepting the role-24 hour responsibility

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Test Questions

Question Two

Based on the five essential traits of a clinical leader, which essential trait is associated with allowing difficulties to be a learned opportunities and failures to cultivate growth?

- a. Self-awareness
- b. Empathy
- c. Inclusive
- d. Delegation
- e. Humility

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Test Questions

Question 3

Transformational leaders achieve results by:

- a. Meeting their employees' emotional needs
- b. Intellectually stimulating their employees
- c. Paying close attention to individual differences
- d. All of the above

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QUESTIONS?

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