Leadership in Nursing: A Choice

Denver Metro Oncology Nursing Society
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Denver Health

Objectives

1. Review Nursing Leadership Examples and Stories
2. Discuss the process of choosing to lead.
3. Analyze the evidence and structures for leading
4. Identify methods of self care for nursing leadership

Our Connections:

- Nursing in Colorado and the United States
- Denver Health
- Kathy Boyle and Cindy Anderson---MDONS 2007 on PFCC
- Who is here today?

Nursing Overview

“Underlying the national debate about health care insurance reform is the much less visible but very significant issue of the health care workforce.”

Nurses 2015:
- In the US - about 3.1 million
- In Colorado - (56,854) Active RN Licenses* Apr 2016
- At Denver Health - 1,616 All RN's – April 2016 - HR 1,364 – Female or 84%
- 252 – Male** or 16%

*www.kff.org/other/state-indicator/total-registered-nurses/
Most Trusted!
Nurses as leaders in health care

“2015 Gallup Poll: Nursing is the Most Trustworthy Profession with 85% of Americans ranking their honesty and ethical standards as “high” or “very high”

Gallup.com

Least Trusted?
8% Members of Congress
8% Telemarketers
7% Lobbyists

Denver Health—established in 1860

• Public, quasi-governmental authority (divested from city in 1997)
• 525-bed Integrated Safety Net Health Facility
• Serve the people of Denver: 1 in 4 or 150,000
• 58% are ethnic minorities
• Uncompensated care: $188 million in 2015 ($5.9 billion since 1991)
• 6,700 employees

Review
Nursing Leadership Examples and Stories
My Nursing Leadership Story

Family:
- My parents’ character: Ron and Harriet—ethics, kindness, knowledgeable, questioning, curious about people, non-judgmental, advocacy for success for my brother and I.
- Nuclear and extended family as team model.

Nursing:
- Skilled nursing facility in Morrison, CO
- Adult Psych at Fort Logan
- High Risk Labor and Delivery and Flight Nursing

Shared Leadership

Shared Governance and Leadership (Porter-O’Grady, 1988)

The Visionary Manager (Kaiser, 1988)

Closet Architect and Feng Shui Master

Facility planning and clinical leadership

Expert to novice leader in various roles

Leadership with Collaboration

- Observing others—“I wouldn’t do the CNO role” or “I can see the possibility of that role”—observing Dr. Colleen Goode, PhD, RN, FAAN

- Collaboration and my doctoral thesis: “Nurse-Physician Collaborative Communication and Safety Climate”—fit with leadership
Discuss the Process of Choosing to Lead

The Choice to Lead
- The circumstances
- “You’d be good at this!”
- “I want to do this”
- “I’d follow her/him anywhere”
- Succession Planning (organizational commitment)
- Financial gain? (Factor your volunteer hours!)
- Power
- Ambition
- What is missing?

Leadership Conversations and Choices

L&D staff nurse “It’s not going well”
Learning the relief charge role at 1 year!
Should I apply to be a flight nurse too?
You’d be good at the Assistant Head Nurse role!
Got that job, didn’t get the next job as manager.
Wouldn’t she be a good CNO?

Oncology Nursing Society CEO

Brenda Nevidjon, RN, MSN, FAAN
CEO of Oncology Nursing Society
Her choices in leading.
Florence Nightingale (1810-1920)

“No man, not even a doctor, ever gives any other definition of what a nurse should be than this—'devoted and obedient.' This definition would do just as well for a porter. It might even do for a horse. It would not do for a policeman.”

(Nightingale, 1859)

Leaders we admire and why?

What is your path to leadership story?

- How are you leading in nursing?
- Formal or informal?
- Any mentors?
- Someone you watch and admire?
- What do you enjoy most about your RN leadership role?

Leadership Theories

- Autocratic leadership
- Transactional
- Transformational
- Shared leadership
- Situational leadership
- Resonant leadership

Analyze evidence and structures for leading.
Leadership

\[ \begin{align*}
\frac{dx}{dt} &= 10(y - x) \\
\frac{dy}{dt} &= -xz + 28x - y \\
\frac{dz}{dt} &= xy - \left( \frac{8}{3} \right)z
\end{align*} \]

- Chaos Theory and Nursing Leadership
- Leading with Kindness (Baker & O’Malley, 2008)

Spread the Kindness!

Model of Exemplary Leadership (Kouzes & Posner, 1987)

- Five Leadership Characteristics:
  1. Challenge the process
  2. Inspire a shared vision
  3. Enable others to act
  4. Model the way
  5. Encourage the heart

My leadership perspective: evidence and influences

- The Visionary Manager (Kaiser, 1988)
- Followership (Kelly, 1988)
- The HCAHPS Handbook: Tactics To Improve Quality and the Patient Experience (Ketelsen, Cook, Kennedy, & Studer, 2014)
- The Toyota Way to Lean Leadership (Liker & Convis, 2011)
- The Future of Nursing: Leading Change, Advancing Health (IOM, 2010)
  - Nurses on Boards Coalition (NOBC) 10,000 nurses by 2020

The Future of Nursing
Leading Change, Advancing Health (IOM, 2011)

- A great opportunity to unify nursing
- Robert Wood Johnson Initiative at Institute of Medicine (IOM)
- Eclectic group, interprofessional team worked on this
- Eight recommendations

Recommendation 2
Expand opportunities for nurses to lead and diffuse collaborative improvement efforts.

Recommendation 7
Prepare and enable nurses to lead change to advance health.
Structures to Support Leadership

- Standards and Goals from Joint Commission
- Magnet® Model Components/Sources of Evidence
- Baldrige National Quality award
- Professional organizations
- Research and EBP
- Organizational values (note DH’s in separate slide)
- Strategic Planning
- Hospital policies and guidelines

More Leadership Structures

- Performance appraisals—evaluations
- Progressive discipline—at Denver Health Accountability Based Performance (ABP)
- Professional development funds
- Succession Planning
- Lean Systems Thinking: Respect for people and continuous improvement

Magnet® and Transformational Leadership

- Role of CNO—transformational, strong vision, involve nursing at all levels
- CNO influence—committees, office location, change
- Use of data for decision making
- Advocacy for nursing practice and for leadership
- Visibility and Accessibility
- Leadership development

Effective Visions?

11-22 words

- Denver Health:
  To be the healthiest community in the United States
- Oncology Nursing Society:
  To lead the transformation of cancer care
- American Nurses Credentialing Center (ANCC) for Magnet®:
  ANCC will be a transformational force for global quality health care through excellence in credentialing.
- Disneyland:
  To be one of the world’s leading producers and providers of entertainment and information.
Nursing Leadership Structures

Leadership Practices that I value

- Vulnerability
- Visibility
- Communication
- Lean and leadership principles—my interpretation for shared leadership and Lean
- Advocacy for talent..."I know who you are!"

Patients First at Denver Health

Our Values

Trust
Respect
Excellence

Nurse Executive Shadow Project

“I’m not here to spy on you or because anything is wrong.”
“I’m here to learn and be better able to advocate for you!”

Wear blueberry RN scrub top
Work along side an employee for 2-4 hours
Follow up communication with what I learned
Advocacy issues brought forward

Inspiring with mutual benefits!
CNO Leadership at Care Provider Orientation

- Attend first hour
- Purpose: Connection, review mission, vision, organizational strategic pillars, nursing theory and Magnet® journey.
- 5 questions
- Weave in stories regarding Denver Health

ELITE

- Magnet® conference inspiration
- Rapid Planning Event (RPE)
- 2014 started with 5 nurses and their coaches
- One year program to graduation
- Successful advancement in leadership
- Evolved into focus beyond nurses

Excellerate!

Unleashing Leadership Potential

- For current managers and leaders (not just in nursing)
- Leadership skill assessment
- 7 month program
- 50 hours group learning
- 80 hours unstructured learning
- Leadership coaching
- Individual and cohort project

Succession Planning

- My own experience with Colleen Goode, PhD, RN, FAAN
- Denver Health Succession plans
- Vizient Academic Medical Centers National CNO Network Chair—focus including wisdom worker.

How succession planning ultimately works?
Identify Methods of Self Care for Nursing Leadership

Self Care Methods

- Resiliency Training
- Spiritual time-out at Denver Health
- Taking breaks and being off the unit
- Wellness departments
- ZEN rooms
- Schwartz Rounds™ The Schwartz Center for Compassionate Care
- Personal self care methods outside of work?

Schwartz Rounds™

- “Schwartz Rounds are a place where people who don’t usually talk about the heart of the work are willing to share their vulnerability, to question themselves. The program provides an opportunity for dialogue that doesn’t happen anywhere else in the hospital.” – Participant

Jean Watson, PhD, RN, AHN-BC, FAAN
Founder / Director: Watson Caring Science Institute

Caritas Processes and Self Care
1. Sustaining humanistic-altruistic values by practice of loving-kindness, compassion and equanimity with self/others.
2. Being sensitive to self and others by cultivating own spiritual practices; beyond ego-self to transpersonal presence.
10. Opening to spiritual, mystery, unknowns-allowing for miracles.

Theory Of Human Caring
Reduce nurse stress and burnout

The Wellbeing of the Nursing Workforce
Burnout associated with early retirement, ETOH use, Suicidal ideation
Increased likelihood to eat poorly and smoke cigarettes
80% of staff experiencing compassion fatigue
Need to focus on health and wellbeing of nurses

(Kreitzer and Koithan, 2016)

Managing/Leading Change
Burnout prevention as a tactic
Limit the volume of organization-wide communication
Highlight critical information
Resequence changes: examples from Denver Health and your facility

(Koppel, et al, 2015)

Thriving through Supportive Environments
(Pabico, 2015)

Health care is “VUCA”---Volatile, Uncertain, Complex, Ambiguous

Opportunities for the environment:
• Align with bigger purpose
• Transparency and trust (quote below)
• Partner
• Empowerment and resilience

“The certainty of misery is better than the misery of uncertainty”.
(Zimmerman, 2007)

Your perspective on self care methods

Leadership stories
The choice to lead
Evidence/structures
Self care
What makes a great leader?

Characteristics of thriving leaders

3 Questions from Roselinde Torres’---October 2013

Thank You
for leading in nursing!

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References


