

Acknowledging and Enabling Point-of-Care Leadership: A Key to Clinical Nursing Excellence

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Objectives of Session

1. To understand the **evidence to support transformational leadership practices** to create and sustain healthy work environments.
2. To understand the **concept of leadership at the point-of-care.**
3. To describe an initiative to develop and support point-of-care leadership

Transformational Leadership:

Transformational leadership is an adaptive form of leadership which enables leaders to empower those around them to generate creative solutions to complex problems during periods of change and transition.

Evidence has shown there is a link between Healthy Work Environments and Transformational Leadership

According to RNAO a healthy work environment is...

a practice setting which maximizes the health and well-being of nurses and other health care professionals, quality patient/client outcomes and organizational and system performance, including healthier communities.

CONCEPTUAL MODEL FOR DEVELOPING AND SUSTAINING NURSING LEADERSHIP

Context

**Organization
al Supports**

**Personal
Resources**

Building
relationships and
trust

Creating an
empowering work
environment

Creating a culture that
supports knowledge
development and
integration

Leading and
sustaining change

Balancing the
complexities of the
system, managing
competing priorities

Outcomes

- Patient/client
- Nurse
- Organization
- System

Point-of-care Leadership


- Nurses providing leadership at the point-of-care are a critical part of safe patient care now and of effective nursing leadership in the future.
- Point-of-care leadership can have a positive impact on clinical practice and work environments by increasing quality, safe patient care, job satisfaction and nurse retention (Abraham 2011), as well as introducing all nurses to leadership behaviours that are important in all roles.

Point-of-care Leadership


- Point-of-care leadership is differentiated from other types of leadership in that the leadership activities relate directly or indirectly to the care process, and are carried out by point-of-care nurses who are not in a formal administrative role.

Definition of Leadership at the Point-of-Care

Leadership at the point-of-care encompasses two key areas of *informal leadership* that are engaged in by point-of-care nurses:



1) Leadership behaviours related to activities taken on by clinical nurses that engage others in clinical practice change, practice research, quality improvement or evaluation; and



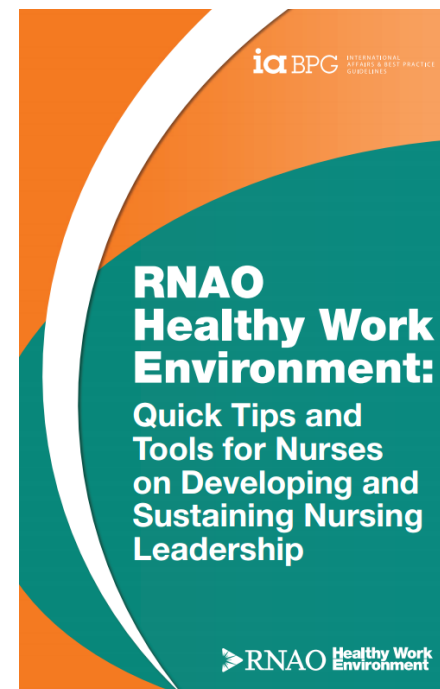
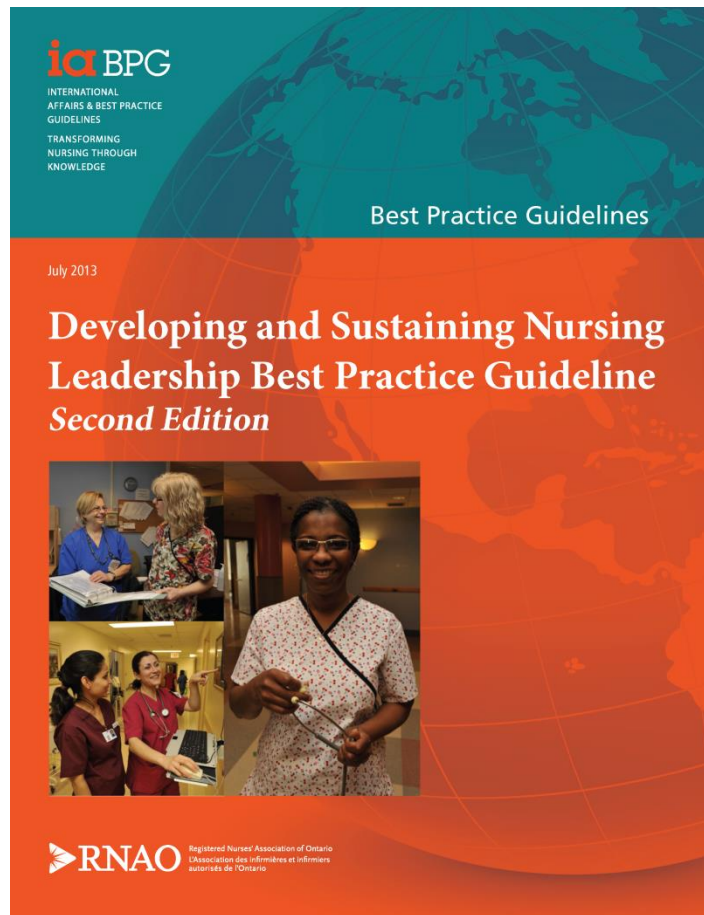
2) Leadership behaviours that include direct clinical work wherein clinical nurses play a key role in decision making and development of the treatment plan.

Leadership at the Point-of-Care-

Six Key Components

- 1. Build relationships and trust;**
- 2. Contribute to an empowering work environment;**
- 3. Contribute to an environment that supports knowledge integration;**
- 4. Lead, support and sustain change;**
- 5. Balance complexities; and**
- 6. Lead self.**

Information on Leadership from RNAO's *Developing and Sustaining Nursing Leadership, 2nd Edition*



Initiative Related to Developing a Strategy to Promote Point of Care Leadership

Background:

Mandate of the Nursing Leadership for Client-Centered Care Working Group:

- *To provide expert advice to Joint Provincial Nursing Committee on strategies/initiatives that foster leadership capacity for front-line nurses and middle managers across all health care sectors.*

Committee Membership:

- *Included representatives from MOHLTC, nursing organizations, point of care and managerial leadership, academia, students, and researchers, with cross sector representation*

Meetings and Outcomes:

- *5 meetings to scope the issue (focused on point-of-care nurses specifically), review evidence (used mainly Doran, Patrick, and RNAO leadership BPG 2nd ed.), and develop a document entitled Point-of-Care Nursing Leadership Synopsis which encompasses the deliverables*

Let's Start with a Story



- **RN Joan** is at the interprofessional team meeting, taking the lead and confidently sharing information about her patient based on the comprehensive assessment and the evidence based interventions she has been carrying out. As a result of the meeting the interprofessional plan includes many of her recommendations for ongoing care.
- **RN Laura** who was the lead on the smoking cessation BPG in her primary care team has been working with staff on other floors to help them address the challenges they have raised as barriers to implementing the BPG. Laura is able to successfully help them based on her experience with adopting the BPG in her role.

Positive Outcomes of Nursing Leadership at the Point-of-Care

Research indicates that leadership can have a positive impact on clinical practice and work environments by:

- ★ **Increasing job satisfaction**
- ★ **Increasing nurse retention**
- ★ **Enhancing patient safety** which depends on staff nurses showing leadership behaviour that enables effective communication and collaboration with other health-care team members
- ★ **Improving care by** influencing others with their leadership behaviour

Positive Outcomes of Nursing Leadership at the Point-of-Care

Anecdotal evidence

- Shows a high level of impact of clinical nurses engaged in leadership behaviours on:

Retention

Engagement

Clinical care and Outcomes

Staff Satisfaction

This is evident in reports, articles, and personal feedback associated with the MOHLTC funded and other projects

Enablers of leadership development at the point-of-care

- **Leadership at the Point of Care is supported through individual, organizational and system factors**
- **Many of these factors are outlined more specifically in the recommendations included in the RNAO *Developing and Sustaining Nursing Leadership Best Practice Guideline, 2nd ed.* (2013)**

Enablers of Leadership Development at the Point-of-Care

Individual Factors:

- **Awareness of what Point-of-Care Leadership is and its requirements as a CNO Practice Standard**
- **Taking advantage of organizational opportunities and support that may be in place (i.e. education, peer support, mentoring, etc.)**

Enablers of Leadership Development at the Point-of-Care

Organizational Factors:

- **Formal education and leadership related opportunities**
- **Clear expectations related to roles and responsibilities that incorporate leadership behaviours**
- **Opportunities for growth and leadership development**
- **Recognition of leadership behaviours for point-of-care staff**

Enablers of Leadership Development at the Point-of-Care

Organizational Factors:

- Peer support strategies in knowledge translation and change activities that enable point-of-care staff to take on leadership behaviours
- Mentorship, training and succession planning
- Awareness raising of the value add to nursing and health-care when point-of-care nurses engage in leadership behaviours
- Formal leaders who utilize transformational leadership in their day-to-day practice

Enablers of Leadership Development at the Point-of-Care

System Factors:


- The College of Nurses of Ontario practice document, *Professional Standards (2002)*, includes *leadership* which is expected for all nurses
- RNAO Best Practice Guidelines, *Developing and Sustaining Nursing Leadership, Second Edition (2013)* includes a focus on point-of-care leadership
- JPNC's work regarding point-of-care leadership for nursing excellence and quality outcomes.

Key Target Audiences to Foster Development of Point-of-Care Leadership and Key Messages for Each

Nursing students to understand and engage in point-of-care leadership

- Formal education is an ideal opportunity to learn leadership skills/behaviours/roles
- As a student nurse, you have many opportunities to use and demonstrate leadership at the point-of-care related to direct client care, team work and work assignments

Key Target Audiences to Foster Development of Point-of-Care Leadership and Key Messages for Each



**Nursing
faculty to
teach about
this
phenomenon**

- Leadership competencies should be integrated throughout nursing education to ensure students learn leadership skills/behaviours/roles necessary for the clinical environment

Key Target Audiences to Foster Development of Point-of-Care Leadership and Key Messages for Each

Health care organizations across all sectors to enact supportive policy

- Organization play a key role in enabling point-of-care leadership through resources and structures that address communication of clear expectations; provision of leadership opportunities; supports such as education, peer and mentor guidance; and feedback

Key Target Audiences to Foster Development of Point-of-Care Leadership and Key Messages for Each

Other members of the interprofessional team to understand and reinforce point-of-care leadership

- Depending on the role, the key messages would be similar to those outlined related to nursing roles

Key Target Audiences to Foster Development of Point-of-Care Leadership and Key Messages for Each



Middle Management

- Middle Managers play a pivotal role in enabling point-of-care nursing leadership that impacts positive client/team/unit outcomes and organization, environment and system change
- Leadership at the point-of-care can support middle managers in achieving goals, enhancing the work experience and the success of the team/unit
- By understanding and valuing point-of-care nursing leadership, Middle Managers can create environments that expect, enable and foster it.

Key Target Audiences to Foster Development of Point-of-Care Leadership and Key Messages for Each



- Upper Management plays a key role in creating and modeling a culture that expects and enables point-of-care leadership
- It is important for upper management to engage and support middle management in facilitating point-of-care nursing leadership

Key Target Audiences to Foster Development of Point-of-Care Leadership and Key Messages for Each



Researchers

- Researchers play a vital role in helping to describe and in evaluating the impact of point-of-care leadership through engaging in the development and implementation of evaluation tools and indicators to measure outcomes and impacts of point-of-care leadership

Dissemination Tools to Enhance Point-of-Care Leadership

- (See recommendations)
- An **active website** featuring a toolkit of resources that would include links to relevant videos
- **Testimonials and documents** such as the RNAO Developing and Sustaining Leadership BPG, 2nd edition (2013)
- **Key resources** that further define and discuss point-of-care leadership and its impact (the synopsis document, CNO and other leadership models and frameworks)

Recommendation #1

The *Point-of-Care Leadership Synopsis* document be disseminated to the target groups identified with the key message(s) for each group

TARGET

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graph TD; A[TARGET] --> B([Key Nursing Organizations and Groups]);
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Key Nursing
Organizations and
Groups

Recommendation #2

Key nursing organizations incorporate the concept of point-of-care leadership in their ongoing activities, agendas, and projects, such as RPNAO, RNAO, COUPN, CAATs, JPNC, Executive Nurse Leaders, as well as other health related organizations,

TARGET



**Key Nursing
Organizations &
Health Care Groups**

Recommendation #3

A provincial event be held in 2014/16, a year or two after dissemination that showcases point-of-care leadership activities, outcomes and impacts

TARGET



**Nurses and other
members of the
health-care team**

Recommendation #4

Health-care organizations develop and implement infrastructure changes to better enable point-of-care nursing leadership

TARGET



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graph TD; A[TARGET] --> B(Health-care organizations across all sectors)
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**Health-care
organizations
across all sectors**

Recommendation #5

Health-care organizations implement policy changes to support leadership development for point-of-care nursing leadership

TARGET



**Health-care
organizations
across all sectors**

Recommendation #6

Health-care organizations incorporate environmental changes necessary to support point-of-care leadership as part of their Healthy/Quality Work Environment initiatives



Recommendation #7

Academic researchers adopt this as a key area of investigation and work to further explore the concept of point-of-care nursing leadership, its desired impact and how to evaluate



Recommendation #8

A leaders self-awareness tool/survey be indentified or developed to assist point-of-care nurses begin to determine their leadership behaviours

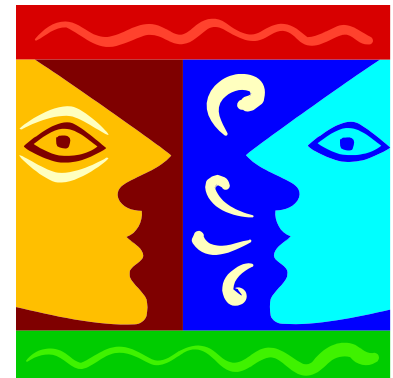
TARGET



**Researchers and
other nurses**



Questions and Discussion





The End

The image features the text "The End" in a highly decorative, cursive script. The text is rendered in a vibrant purple color with a thick, dark purple outline. It is centered within a light blue, horizontally-oriented oval gradient. Above and below the oval are symmetrical, ornate flourishes in shades of purple, blue, and pink, featuring intricate scrollwork and floral motifs. The background is white, with a dark teal horizontal bar at the top of the page.