Frontline Nurse Leader Professional Development
Dr. Tammy McGarity
INTRODUCTION
Uniquely placed within the organizational hierarchy

- the frontline nurse leader (FLNL) requires an extensive theoretical perspective on leadership
- in which to implement behaviors that foster a positive work environment and
- contribute to positive patient outcomes
Knowledge, skills and attitudes necessary for competent leadership are identified by the Nurse Manager Leadership Partnership (AONE 2008)
BACKGROUND

FLNL expected
- to lead staff
- while managing and improving the work systems and processes on their units
- while ensuring high quality and safe patient care is being delivered

Spencer, Al-Sadoon, Hemmings, Jackson, & Mulligan (2014)
FLNL PROFESSIONAL DEVELOPMENT

- The professional development of FLNLs has been neglected.

- Many new FLNLs make the transition from staff nurse through a process of trial and error.
A lack of development has a direct impact on the competency and confidence of new FLNLs.

In today’s ever evolving healthcare environment, FLNLs are expected to be expert clinicians and leaders and this expertise cannot solely come from on the job training.
IDENTIFY THE NEED THE PROJECT ADDRESSED

FRONTLINE NURSE LEADER PROFESSIONAL DEVELOPMENT

NOVICE ADVANCED COMPETENT PROFICIENT EXPERT

OUTCOMES

Competencies
- Finance
- Human Resources
- Performance Improvement
- Foundational Thinking Skills
- Technology
- Strategic Management
- Human Resource Leadership Skills
- Relationship Management
- Diversity
- Shared Decision Making
- Personal and Professional

HEALTHY WORK
- NURSE ENGAGEMENT
- COHERSIVE TEAM
- TRANSPARANCY
- NURSE RETENTION

PATIENT SAFETY
- PATIENT SATISFACTION
- FALLS
- PRESSURE INJURY
- HOSPITAL ACQUIRED

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LITERATURE
Frontline Nurse Leadership has been linked to:

- PATIENT OUTCOMES
- NURSE-SENSITIVE INDICATORS
- HEALTHY TEAMS AND WORK ENVIRONMENTS
- NURSE SATISFACTION
FLNL COMPETENCIES & LEADERSHIP DEVELOPMENT CURRICULUM
FLNL COMPETENCIES

THE NURSE MANAGER

The Science: Managing the Business
- Financial Management
- Human Resource Management
- Performance Improvement
- Foundational Thinking Skills
- Technology
- Strategic Management
- Clinical Practice Knowledge

The Leader Within: Creating the Leader in Yourself
- Personal and Professional Accountability
- Career Planning
- Personal Journey Disciplines
- Optimizing the Leader Within

The Art: Leading the People
- Human Resource
- Leadership Skills
- Relationship Management and Influencing Behaviors
- Diversity
- Shared Decision Making

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## CURRICULUM

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<td>FLNL Development and Personal Reflection</td>
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<td>Leading by Example</td>
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<td>3</td>
<td>Evidence Based Practice</td>
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<td>Quality Project</td>
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<td>Healthy Work Environment</td>
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<td>Lean &amp; Performance Improvement</td>
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<td>Patient Experience</td>
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<td>9</td>
<td>Nursing Finance</td>
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<td>10</td>
<td>Patient Safety and Safety Culture</td>
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<td>12</td>
<td>Tying It All Together</td>
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CLASS 1 – FLNL DEVELOPMENT

OUTCOMES

Competencies

- Performance Improvement
- Foundational Thinking Skills
- Technology
- Strategic Management
- Human Resource Leadership Skills
- Relationship Management
- Diversity
- Shared Decision-Making
- Personal and Professional Accountability
- Career Planning
- Reflective Practice

Competencies

- Healthy Work Environment
- Nurse Engagement
- Cohesive Team
- Transparency
- Nurse Retention

Outcomes

- Patient Safety Culture
- Patient Satisfaction
- Falls
- Pressure Injury
- Hospital Acquired Infections

"We were just talking about your leadership skills."

Nurse Manager Skills Inventory

Transforming the Art: The Leader Within
The Science: The Leader Within

Yesterday I was clever, so I wanted to change the world. Today I am wise, so I am changing myself.

Rumi
leadership emerges from within … the best leaders are the best learners, not of facts or tasks but of themselves (Kouzes & Posner 2016)
CLASS 3 -- EVIDENCE BASED PRACTICE

Dual Responsibility

Clinical Expertise

Best Research Evidence → EBP → Patient Values & Preferences

Clinical practice delivered in the unit by others

Own Leadership practice
CLASS 4 -- QUALITY PROJECT
CLASS 5 -- HEALTHY WORK ENVIRONMENT

Sleep Impacts Health

- Mortality
- Diabetes
- Cancer
- Obesity
- Mental Health
- Heart Disease
- Immune Function

Transparency & Accessibility
Emotional Intelligence

SELF
- **Self Awareness**: the ability to recognize and understand your moods, and emotions, and drives, as well as their effect on others

SOCIAL
- **Social Awareness**: the ability to understand the emotional makeup of other people, skill in treating people according to their emotional reactions (empathy)

**RECOGNITION**
- **Who I am**
  - Awareness

**REGULATION**
- **What I do**
  - Self Management: the ability to control or redirect disruptive impulses and moods, the propensity to suspend judgement – to think before acting
  - Social Skills: proficiency in managing relationships and building networks, an ability to find common ground and build rapport

**How we manage ourselves**
**How we handle relationships**

**Self-Awareness**
CLASS 7 -- LEAN AND PERFORMANCE IMPROVEMENT

- Lean Thinking
- Daily Management
- Data-driven
- Problem Solvers
- Behavior Change
- Transparency
- Routine
- Standardization

Think Problem Solving Tool
Elements of the Influencer in Chief

AIDET – Five Fundamentals of Communication

- Acknowledge
- Introduce
- Duration
- Explanation
- Thank You

+ Decreased Anxiety
+ Increased Compliance

Improved clinical outcomes and increased patient and physician satisfaction

Lead By Example
The U.S. Health Care System at a Glance

**Suppliers:**
- Medical
- Supply
- Pharm.
- and
- Computer
  Industries

**Insurers:**
- Public or
  Private
- Insurance
  Agencies (e.g.,
  Medicare,
  Medicaid,
  Kaiser,
  Humana, etc.)

**Purchasers:**
- Employers,
  Government,
  Private Purchasers

**Providers:**
- Hospitals,
- Physicians,
- Pharmacies,
- Nursing
  Homes, etc.
CLASS 10 -- PATIENT SAFETY AND JUST CULTURE

Doctors and nurses are the "second victims" of medical errors

Symptoms reported by doctors and nurses involved in patient safety investigations

<table>
<thead>
<tr>
<th>Symptom</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Extreme sadness</td>
<td>68%</td>
</tr>
<tr>
<td>Difficulty concentrating</td>
<td>65%</td>
</tr>
<tr>
<td>Depression</td>
<td>55%</td>
</tr>
<tr>
<td>Repetitive and intrusive memories</td>
<td>52%</td>
</tr>
<tr>
<td>Sleep disturbances</td>
<td>45%</td>
</tr>
<tr>
<td>Avoidance of similar types of patient care</td>
<td>32%</td>
</tr>
</tbody>
</table>

SOURCE: Journal of Quality and Safety in Health Care
CLASS 11 - HUMAN RESOURCE MANAGEMENT

Key elements
Consistency
Discipline appropriate for the offense
CLASS 12 – TYING IT ALL TOGETHER

How have you operationalized?
GRADUATION
RESULTS
Attending a FLNL curriculum program has shown to improve the competency levels of all 20 participants in all 15 competency levels

- Pre-survey average competency 2.91
- Post Survey competency ranking of 3.65

Findings revealed that neither experience as a nurse or time as a FLNL is a proven way for the FLNL to develop the needed competencies
IMPLICATIONS
Demonstrating that all the 20 PCCs improved in these foundational competencies after attending the PCC curriculum program “reinforces the need for targeted strategic development of frontline nurse leaders to develop competence in leading people and in managing processes and systems.”
RECOMMENDATIONS
FLNL DEVELOPMENT

- Competency Assessment for all new Frontline Nurse Leaders
- Peer Socialization
- System Leadership Exposure
- Formal Leadership Development
  - Classroom
  - Project Application
WHAT WOULD WE DO DIFFERENTLY

- Add Project Management Component
- Consider Accountability for Ongoing Practice of Reflection
ADVANCING NURSING SCIENCE

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- Healthcare Work
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REFERENCES


THANK YOU