

Title:

Reflective Leadership: Integrating Quality and Safety Competencies to Fulfill Joy and Meaning in Work

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Session Title:

Understanding Work Environment Roles

Slot:

LD 02: Saturday, September 27, 2014: 8:30 AM-9:45 AM

Scheduled Time:

8:30 AM

Keywords:

quality and safety, reflective leadership and work environment

References:

Sherwood, G. & Horton-Deutsch, S. (2012). Attention to self as nurse: Making sense of work. In G. Sherwood & S. Horton-Deutsch (Eds.) (2012). *Reflective Practice: Transforming Education and Improving Outcomes*. Indianapolis: Sigma Theta Tau Press. Pp. 189-210. Sherwood, G. (2012). The Imperative to Transform Education to Transform Practice. In G. Sherwood & J. Barnsteiner (Eds.), *Quality and safety in nursing: A competency approach to improving outcomes*. Hoboken, NJ: Wiley-Blackwell. Pp. 191-210. Horton-Deutsch, S. & Sherwood, G. (2008). Reflection: An educational strategy to develop emotionally competent nurse leaders. *Journal of Nursing Management*. December 16 (8), 946-954.

Learning Activity:

LEARNING OBJECTIVES	EXPANDED CONTENT OUTLINE	TIME ALLOTTED	FACULTY/SP EAKER	TEACHING/LEARNING METHOD	EVALUATION/FEEDBACK
Example Critique selected definition of the term, "curriculum"	Example Definitions of "curriculum" Course of study Arrangements of instructional materials The	Example 20 minutes	Example Name, Credentials	Example Lecture PowerPoint presentation Participant feedback	Example Group discussion: What does cultural training mean to you?

	subject matter that is taught Cultural "training" Planned engagement of learners				
To examine leadership strategies for integrating new safety and quality competencies in all of nursing, academia and clinical.	Global data on quality and safety issues in nursing impact on role of nurses and new visions To create change requires a new Leadership toolbox New science of quality and safety include new definitions for 6 competencies patient centered care, teamwork and collaboration, evidence based practice, quality	10 minutes	Gwen Sherwood	powerpoint Unfolding Case Study with audience interaction	Feedback in the session on the topics discussed

	improvement, safety and informatics illustrated in case discussion				
To analyze the impact of safe quality nursing practice on the work environment for experiencing joy and meaning in work.	Story and unfolding case to examine principles discussed Leadership strategies to create culture of safety Safety Culture promotes and appreciates good work Good work contributes to satisfaction and retention New tools and strategies using reflection, stories, and appreciative inquiry, Safety Culture requires leadership skills from	10 minutes	Gwen Sherwood	powerpoint Unfolding Case Study with audience interaction	Audience discussion and questions standard session evaluation tool completed at the end of the session

	every nurse Teamwork and collaboration to create mutual support, communication, and engagement				
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Abstract Text:

Purpose: Nurses have a leadership opportunity to improve quality and safety. Leadership across all areas of nursing is essential to create safety culture that can improve outcomes. A safety culture is based on reflective, appreciative, and effective leadership that integrates the six quality and safety competencies for all nurses to improve safety outcomes: patient centered care, evidence based practice, quality improvement, teamwork and collaboration, safety and informatics. Nurses often experience dissonance between their own values and organizational values, between ideal practice and constant breakdowns in process that lead to poor outcomes, and between their own vision of good work and challenges in the work environment. The purpose of the session is to help advance reflective leadership that can help make sense of practice, integrate quality and safety competencies, and inspire and empower good work for a health work environment.

Methods: The interactive session is an unfolding case exemplar with guided audience reflection and participation to illustrate and analyze reflective leadership that integrates quality and safety competencies; these meld together to create the dynamics of a culture of safety, crosses disciplinary boundaries, and improves the work environment. Leadership skills and actions to initiate improvements to the system, to speak up about process breakdowns, to communicate across disciplines, empower nurses to lead the change we seek. A reflective practice in a leadership engagement model constantly monitors self-awareness, consideration of others, and environmental scanning to reconsider actions and attitudes to re-shape future responses.

Results: Nurses are uniquely positioned as primary change agents to mitigate the staggering evidence of breakdowns in care and health care systems. Leadership is a key to change; leadership commitment to creating a climate that recognizes and promotes safety and quality contributes to worker satisfaction. Satisfaction impacts retention and retention is part of a stable, healthy work place.

Conclusion: Understanding how to manage the work environment is a key aspect of improving quality and safety outcomes. Nurses experience joy and meaning from good work that promotes a healthy work environment. Developing reflective leadership that learns from experience, integrates new knowledge and science, and appreciates good work leads to a work place where all thrive.