Nurses can be leaders

Steve Holmes
ARNS National Conference
Scarman House, Univ of Warwick
Friday 7th May 2010

Learning Objectives
1. To understand the role of professional leadership
2. To realise that all senior nurses should / must have leadership development in their CPD plan
3. To reinforce the importance and effectiveness of teamwork
4. Leadership made easy – some tools of the trade

Who should lead respiratory services?
- Respiratory consultants
- Respiratory nurse specialists
- General practitioners / physiotherapists
- Patients / carers
- Public health physicians
- PCT or hospital managers
- Academics
- Politicians
Recap 2009: Should COPD services be nurse led or medically led?

Pre debate vote: 87 nurse led; 13 medically led
Post debate vote: 53 nurse led; 47 medically led

Why did the conference have doubts?

Doubts because

• Medics are better?
• Nurses wanted to be led?
• Nurses can’t led?
• Nurses don’t want the hassle?
• Why bother if there is no money?

NO
### Doubts because

- Leadership requires education / training and support to do it well
- We might be looking for good clinical leaders rather than specifically nurses / doctors

### So should you be leading

- It is the duty of the senior members of any profession to lead forward and influence development of their work and related work for long term benefits. (Creating the vision of the future).
- This may be at a local / regional / national level.

### Leader (definition)

- a person who influences a group of people towards the achievement of a goal
- PERSON influences PEOPLE achieves PURPOSE
Natural or nurture?

Most authorities suggest a mix

Natural leaders – forget it in a professional era?

- Personality assessment
- Army officer training / marines
- Psychology support
- 1:1 coaching / mentor
- Teambuilding
- Eye coaching
- Attention to detail (PDP etc)
- (As well as training for the normal job)

Traditional leadership (research)

Received wisdom is:

- Based on US studies
- Based on ‘distant’ leadership
- Based on self-reports of managers
- Based almost exclusively on white males
- 20 years old!
Comparison of “heroic” and UK “post heroic” models of engaging leadership

**US:** 1st factor: Leader as ‘saviour’
**UK:** Leader as *servant* and *partner*
**UK:** Stresses *openness* and *humility* of the leader
**UK:** Stresses *connectedness* and *inclusiveness*

Do senior nurses have good leadership traits?

Where do we start?

‘Would you tell me please, which way I ought to go from here?’
‘That depends a good deal on where you want to get to,’ said the Cat.
‘I don’t much care where’ said Alice.
‘Then it doesn’t matter which way you go,’ said the Cat.

Alice’s Adventures in Wonderland - Lewis Carroll
Answers?

If you have the same ideas as everybody else but have them one week earlier than everyone else then you will be hailed as a visionary. But if you have them five years earlier, you will be called a lunatic.

Barry Jones

What are the good leadership traits?

• Intelligence
• Self confidence
• Determination
• Integrity
• Sociability
• Personality factors (openness)
• Emotional intelligence


Is there any evidence or research in management?
Brief comparison of referencing in the literature

- British Asthma Guidelines 760 references
- NICE COPD Guidelines 491 references
- Diffusion of Innovations 766 references
- Leadership: Theory and Practice 1482 references
- Understanding and facilitating adult education 613 references

How many good leaders are there in NHS?

- Doctors
- Nurses
- Managers
- Physiotherapists
- Chief executives

Approaches to leadership development

- Skills approach
  - Technical, human and conceptual skill
- Style approach
- Situational approach
- Contingency theory
- Path – Goal theory
- Leader – member exchange theory
- Transformational
- Team Leadership
- Psychodynamic leadership
- Gender and leadership
- Culture and leadership
- Ethics of leadership

Bridging the training gap - medics have an advantage

- Unconscious incompetence
- Conscious incompetence
  - (THIS IS ME MUCH OF THE TIME)
- Conscious competence
- Unconscious competence

What is your training in leadership?

- What element of your role requires leadership?
- How much of your CPD time is spent on leadership?
- Support from senior mx (Mentor / coach)?
- Certificate / diploma / courses / reading etc?

Nurse Training – NMC requirements

- "to accept leadership roles within such teams"
- "demonstrate effective leadership in the establishment and maintenance of safe nursing practise."
- "The student nurse learns not only to be a member of the team, but to be a team leader organizing total nursing care, including health education for individuals and small groups in the health institutions or the community."

Standards of proficiency for pre-registration nursing education (Nursing and Midwifery Council, 2004)
Nursing Degree – a focus for the future

- De Montfort Univ Leicester
- University of Manchester
- University of Leeds

- No leadership / management modules on website
- Application – no emphasis on leadership

Masters Respiratory Care

- Education for health (education but involves no other non clinical modules)
- Respiratory Education UK (have more than 15 modules)

- Leadership / change management / quality improvement science – not yet…….

Leadership – getting to medical school

- "Doctors are leaders in the medical community, and leaders in their home communities. Therefore, medical school selection committees want to see that you have what it takes to be a leader. The best way you can show your leadership experience …hold a leadership role in one or more of the clubs… “
Tomorrow's Doctors (2009)

- "Graduation is an early threshold in doctors’ careers. New graduates cannot be expected to have the clinical experience, specialist expertise or leadership skills of a consultant or GP. But they must be able to demonstrate all the outcomes."
- "Graduates will make the care of patients their first concern, applying their knowledge and skills in a competent and ethical manner and using their ability to provide leadership and to analyse complex and uncertain situations."

Tomorrow's Doctors (2009)

- "Demonstrate ability to build team capacity and positive working relationships and undertake various team roles including leadership and the ability to accept leadership by others. (See Appendix 3, Related documents)"
Medical NHS Leadership

- Three year project from Academy of Royal Colleges and NHS Institute for Innovation and Improvement
- Published May 2008

Early training / experience
Leadership

• Leaders – natural or made? Not just natural and by chance
• Developing leaders is important (especially in professional environments) – Could do better
• Importance of use of the evidence base – Not used enough
• Current state of play – medics have an advantage

Implementing the COPD strategy

DH Respiratory Programme
Board covers:
• Oxygen
• COPD
• Pleural plaques
• Obstructive Sleep Apnoea
• Asthma

(at the moment)
• ARNS representation?
Teamwork and the NHS

• "Teamwork is the fuel that allows common people to attain uncommon results." Andrew Carnegie

• "Coming together is a beginning. Keeping together is progress. Working together is success." Henry Ford

SIX QUICK TIPS FROM THE EVIDENCE
1. Pick the easy fruit first

- Diffusion of innovations is a theory that helps to explain the adoption of new ideas and social change

- Diffusion is the process by which an *innovation* is communicated through channels, over time, among individuals of a social system
What characteristics of an innovation influence adoption?

- Relative advantage
- Compatibility
- Complexity
- Trialability (may aid reinvention)
- Observability

Social System

- Groups structure and norms
- **Presence of opinion leadership**
- External change events
- Types of innovation decisions
  - Optional, collective, authority decisions, contingent decisions
- Consequences of decisions / innovations
  - Desirable / undesirable
  - Expected / unexpected
  - Direct / Indirect

Diffusion of Improvement
2. Not everyone likes change

What % of the following like change?

• Managers
• Hospital doctors
• General practitioners
• Nurses
• Specialist nurses
• Patients

3. Sort out the restrainers rather than cheer on the supporters
4. Remember it takes time for people to change – and other factors!

A Change Equation

- Change is likely to occur when:
  - \( D \times V \times F > R \)
- Where:
  - \( D \) = Dissatisfaction with the present situation
  - \( V \) = A Vision of what is possible in future
  - \( F \) = Achievable First Steps towards the vision
  - \( R \) = Resistance to change

5. Speak the same *language* and understand other leaders drivers

5. Teams are more effective than individuals

Take home messages

• Nurses can lead at least as well, if not better than other health care workers (including managers)

• Professionals should be professional about leading and supporting their team

• Ensure this is in your appraisal / PDP / CPD plan