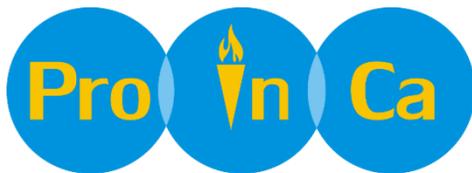




# Nursing Leadership

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Promoting the Innovation Capacity of Higher Education in Nursing during Health Services  
Transition



## WP 2.4 Nursing leadership

Responding to the recognized challenges:

- Lack of strong nursing management position and role in Kazakhstan health care settings.
- Lack of modern nursing leadership competences in Kazakhstan health care settings.
- Lack of practice-education cooperation in modernization of nursing leadership and nursing practice.



## WP 2.4 Activities

- Research and reflection on present nurse leaders' managerial competences: Conducted in spring 2018.
- Promote the joint capacity of nursing leadership in medical Universities and in Health Care Facilities: Intensive workshops 1 and 2; developed nursing leadership material (autumn 2018 - spring 2019)
- Promote the system development of nursing management: Recommendations for nursing leadership education; Nursing Leadership Association (2019)
- Systematic managerial support for new advanced roles in nursing: CNE, Blog writing, Facebook (2019-2020)



# Research and reflection on nurse leaders' competences

**The purpose** of the study was to describe health leadership competencies in health care facilities in Kazakhstan.

**The aims of the research were:**

- To describe health leadership competencies in health care facilities in Kazakhstan.
- To describe the role and managerial structure needed for the nursing reform in Kazakhstan.

**The domains of leadership competencies** were based on literature review and on different nursing and health care leadership competency assessment models.



# Competence Frameworks



NLN Public Health Leadership Competencies	Healthcare Leadership Alliance	AONE, American Organization of Nurse Executives	NHS Leadership Academy : Healthcare Leadership Model	NHS Leadership Academy: Clinical Leadership Competency
Community / organizational responsiveness	Communication and Relationship Management	Communication and relationship-building	Connecting our service	Demonstrating personal qualities
Ability to inspire	Leadership	Knowledge of the healthcare environment	Inspiring shared purpose	Improving services
Results focused	Business Skills and Knowledge	Leadership	Evaluating information	Managing services
Social intellect	Professionalism	Professionalism	Leading with care	Working with others
Authenticity	Knowledge of the Healthcare Environment	Business skills	Sharing the vision	Setting direction
Composure and balance			Engaging the team	
			Holding to account	
			Developing capability	
			Influencing for results	



**Leadership competency dimensions** were summarized into six leadership competency domains:

**Setting direction, Managing services and driving results, Leading people and teams, Enhancing nursing professionalism and ethics, Communication and team collaboration skills, and Self-leadership.**



# Research on nurse leaders' managerial competences

		Frequency n 250	Percentage (%)
<b>Present job position</b>	Senior nurse	144	<b>58.8</b>
	Chief nurse	9	3.7
	Chief physician	77	31.4
	Other	15	6.
	<b>Educational background</b>	Vocational education in nursing	138
Vocational education and training		16	6.4
Academic bachelor		15	6
Master's degree		1	0.4
Medical doctor		66	26.4
PhD		10	4
Other		4	1.6



# Results of the research

## Domain: Setting direction



- 21 % were familiar with the nursing reform in Kazakhstan (the Comprehensive Plan of Nursing Care Development in the RK)
- 36 % were familiar at least at some level with the nursing reform in Kazakhstan.
- Over 42 % of respondents were not aware of the nursing reform at all.

The lowest means was in the statements of the competency for:

- defining strategic priorities based on the nursing reform
- identifying changes and emerging trends in health care environment,
- defining vision and strategic priorities in collaboration with other managers/governing body



# Results

## Domain: Managing services and driving results

The lowest means were in the competency statements:

- Funding system of the healthcare services
- Impact and consequences of financial decision making on service operations



# Results

## Domain: Leading people and teams

The highest means compared to other competency domains

The lowest means were in the competency statements:

- Applying human resource laws and regulations
- Competency development by implementing training programs



## Results

**Domains: Enhancing nursing professionalism and ethics;**

**Communication and team collaboration skills;**

**Self-leadership competency domain**

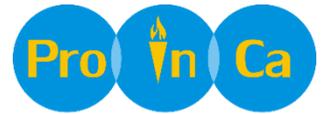
Competences in a good level.

The lowest mean was in the competency statement:

- the ability to apply the nursing reform in service development



# Organization levels and nurse managers



## Strategic apex/ Strategic Managers (Deputy chief nurses: MSc)

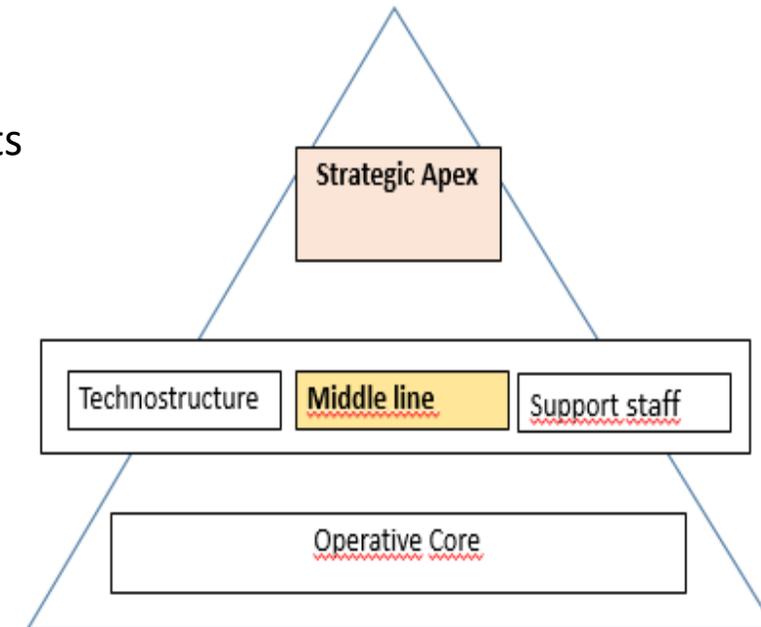
- Responsible for **the nursing** performance of all departments and cross-departments
- Establishes organization's strategic goals → **Vision of nursing**
- Monitors and supports middle managers / Chief nurses
- Emphasizes the overall effectiveness of the organization
- Interaction between the organization and its external environment

## Middle managers/ Tactical Managers (Chief nurses: MSc, Acad. BSc)

- Translates the general goals and plans into specific objectives and activities
- Responsible to find the best way to use departmental resources to achieve goals
- Supervises and supports first-line managers/ senior nurses.

## First-line managers/ Operational Managers (Senior nurse: Acad.BSc / Appl.BSc)

- Leads nurses' day-to-day operations
- Supervises performing activities required to make the service
- Links between management and non-management staff





- In order to take the new position in healthcare organizations chief and senior nurses should have new leadership and management competences to support the nursing reform.
- **The educational institutions are in a key role in a reform to train the nurses with new competences needed in healthcare in all levels.**
- Educational institutions need to provide flexible educational paths with previous experience recognition for nurses to upgrade their degree to the higher level.



- European Nurse Directors Association (ENDA <http://www.enda-europe.com/en/> )
- American Organization of Nurse Executives (AONE <http://www.aone.org/>)
- Would Kazakhstan take a chance to be the leader of Nurse Leaders Associations to provide support for nurse leaders in Central Asia?
- In WP 2.4, one of the aims is to establish a nurse leaders' association to Kazakhstan to strengthen nurse leaders' position especially in a transition situation in nursing reform.



## Learning materials developed in WP 2.4

- 1. Setting Direction and Strategic Management:** Strategic management, environmental analysis, defining vision and strategic goals, and change management – lecture materials and management tools.
- 2. Managing Services and Driving Results:** Lecture materials for effective management
- 3. Leading People and Teams:** Leadership; Personal leadership; Teams – lecture materials.
- 4. Professionalism and Ethics:** Professional and ethical interaction; Professional competence development; Leadership styles; Leadership self-reflection case exercises.



- Leadership is seen as a key component in the nursing modernizing process and a requisite for the nursing reform described in the Comprehensive Plan of Nursing Care Development in the Republic of Kazakhstan.



**WE DO THE CHANGE BY WORKING TOGETHER**

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