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

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**D3 2.4.3  
REPORT ON  
RECOMMENDATIONS FOR THE MEDICAL UNIVERSITIES FOR NEEDED  
TRAINING TO SUPPORT THE STRUCTURAL CHANGES AND COMPETENCE  
DEVELOPMENT OF CHIEF AND SENIOR NURSES**

WP 2.4 Modernization of nursing leadership



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## **1. INTRODUCTION**

The work package 2.4 was developed based on the need's analysis by project stakeholders and participating Kazakhstani Medical Universities in 2016. The result brought out 38 need statements concerned problems and development needs in leadership and management in health care practice, as well as in collaboration between the health care facilities and medical universities. These statements were grouped into three main topics:

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

The objective of work package 2.4. was to promote capacity and system of nursing leadership and management in health care transition through collaboration of HEI's and healthcare facilities. This aims to improve the quality of the health care system.

One of the 2.4 work packages' activities was to promote the system development of nursing management. As a result of this activity 2.4.3, was the recommendations for the healthcare organizations and for the medical universities:

- Recommendations for the medical universities for needed training to support the structural changes and competence development of chief and senior nurses.

### **RECOMMENDATIONS FOR THE MEDICAL UNIVERSITIES FOR NEEDED TRAINING TO SUPPORT THE STRUCTURAL CHANGES AND COMPETENCE DEVELOPMENT OF CHIEF AND SENIOR NURSES**

The recommendations for the medical universities are based on the survey which was implemented in spring 2018. Permission to conduct the research was obtained from all of health organizations who participated. The aim of the study was to explore nursing leadership and management based on international literature review and existing models on health care and nursing leadership competencies. The questionnaire was sent in electronic or paper form to nursing and physician

leaders in health care facilities. Altogether 252 responded of which most were female (92.3 %). Over half of the respondents (58.8 %) worked as a senior nurse and 3.4 % as a chief nurse. Chief physicians were 31.4 % of the respondents (6.1 % had some other position). According to the results, nursing is not yet seen as an autonomous profession, and nurses educational background was mostly at vocational level. Medical universities have an important role in enhancing nursing research, nursing profession and nursing leadership education. It is recommended that the medical universities promote and support the structural changes in healthcare organizations by competence development of chief and senior nurses. The results are published in an article “Nursing leadership competence assessment and development in healthcare in Kazakhstan” in a Journal of Health Development in Kazakhstan ([http://jhdzk.org/gallery/Volume%20%204.%20Number%2039%20\(2020\).pdf](http://jhdzk.org/gallery/Volume%20%204.%20Number%2039%20(2020).pdf))

The resolution can be found from the ProInCa web site: <http://proinca-nursing.kz/focus-areas/nursing-leadership/>

## **RECOMMENDATIONS**

- 1. Medical universities provide flexible further education possibilities to the chief and senior nurses to upgrade their degrees and competences.**
- 2. Nursing leadership discipline should be established to the medical universities and nursing leadership research programmes should be started to strengthen the nursing leadership and management education, and to support the independent role development of chief and senior nurses.**
- 3. International cooperation should be developed in medical universities to join to the international nursing leadership communities, also grants for the international benchmarking and exchange programmes should be targeted for the nursing leadership educators.**
- 4. Cooperation between the medical universities and nursing leadership practice should be developed to support the evidence-based nursing practice implementation and the cooperation based on the knowledge triangle to increase the abilities for innovative solutions in nursing practice.**