Learning to Lead from the Frontline
Investing in Leadership Development
Welcome

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Disclosures / Disclaimers

- I have no financial disclosures, and no affiliations with any company or service provider that may have influenced the content of this presentation.
“If your actions inspire others to dream more, do more and become more, you are a leader.”
~ John Quincy Adams
A Leader

Is defined as “a person who rules, guides, or inspires others.”
Frontline Leaders

- Frontline Nurse leaders are also called “charge nurses”, “team leaders”, “assistant managers”, and “lead nurses.”
Frontline leaders are:

- “where the action is!”
- At the point of patient-care delivery
- In the trenches
Frontline leaders today.....

are firmly entrenched in:
- patient care
- Staffing shortages
- Budgetary restrictions
As well as........

- Regulatory guidelines
- Pay-for-performance reimbursement
- Stringent core measure criteria
Today’s Healthcare......

- EMRs
- New technology
- Joint Commission
- HCAHPS
- Core Measures
- CMS
- CPOE
- Web MD
- Health Portals (patient access to own medical records)
The Problem

- There is a projected 27 percent increase in the number of vacancies in practicing nurse roles over the next three years.
Responsibility extends to others and the environment.

Sense of responsibility increases with experience.

Sense of responsibility arises from actively making decisions.

Still does not experience personal responsibility.

Only feels responsible to follow the rules.

Follows specific rules for specific situations. Rules are not conditional. “Only capable of following the rules”

Begins to create and identify conditional rules. All decisions still follow rules. “Rules have nuance and become conditional in nature”

Learns organizing principals. Information sorting by relevance begins. “Higher order rules shape contexts and conditions”

Uses pattern recognition to assess what to do. Uses rules to determine how to do it. “Intuition aides in identifying the situation; the actions are governed by the principals”

No analysis or planning. Pattern recognition extends to plan as well as action. “Just does what works.”
When faced with terms like per-capita, CQI, HCAHPS, budget, acuity, productivity, HPPD, non productive hours, productive hours, and staffing mix, a frontline leader used to patient care issues can feel decidedly overwhelmed.
Frontline Leaders Unprepared

- Is it any wonder that frontline leaders may not be equipped with the knowledge and tools necessary to perform in a leadership role?
The effects ........

- Unhealthy work environments lead to increased absenteeism, staff replacement, employee benefits, all which result in higher operating costs.
The effects........

- The financial cost for an organization to replace one nurse is an estimated average of $41,000.
What do we do?

- In an effort to retain nurses in the profession, strong recommendations are being made by leading healthcare organizations to create healthy working environments and **invest** in leadership development.
Frontline Leaders

- Are in a unique position to enact change, thus another reason for organizations to invest in the education and training of its frontline leaders.
Frontline Leaders

- Charge nurses are *accessible* nurse leaders that play a vital role in giving nurses at the unit level a voice in improving their work environment and ultimately patient outcomes.
Toolkit to Succeed...

- Direction with clear expectations
- To be engaged at an emotional level
- Be consistent with behaviors
Tools......

- Job Descriptions with clear expectations

- Middle Management and Executive leaders “Walk-a-Mile” in the charge nurse’s shoes to engage at an emotional level
Tools…..

- Experienced mentors
- Ongoing leadership classes/workshops
- Provide readily accessible resources
Tools.....

- Utilize technology:
  - Smartphone apps for resources, calculating acuity, staffing
  - Utilize self-study modules to explain productivity, budget, and other money matters or provide training with staff from Financial Department (SMEs)
Tools......

- Encourage a “Charge Nurse Council”
- Empower frontline leaders to be effective decision-makers
- Treat with respect and professionalism
“Setting an example is not the main means of influencing others.......it is the ONLY means”

-Albert Einstein
Conclusion

- Frontline leaders hold crucial roles within organizations. Having the training needed to best understand that crucial role and succeed benefits the organization, the patients, the staff, as well as the individual.


References

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