



The Nurse Leader Leadership / Supervision/Delegation

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Learning Outcomes

As a result of this activity, learners will:

- be able to correctly identify the actions required to be an effective leader/manager.
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- At the conclusion of this educational activity , participants will self -report an intent to change their practice by applying evidence - based delegation methods within the nursing scope of practice

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Objectives

The participant will be able to:

1. Discuss the qualities of a nurse leader
2. Explain the difference between Supervision/management and leadership
3. Identify the differences in the Nurse Practice Act between RN and LPN
4. Describe how empowerment can impact the Nursing Department
5. List the 5 rights of delegation

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Leadership & Management

Leadership

Instilling an
inspiring
vision

Supervision

Ensuring
important things
get done

Management

Instilling
good
operational
processes

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What is a Great Leader?

“A leader is one who knows the way, goes the way, and shows the way.” John C. Maxwell

Are you a difference maker between©
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success and failure?

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Leader Qualities / Traits

Trait - a distinguishing quality or characteristic, typically one belonging to a person.

Quality - a distinctive attribute or characteristic possessed by someone or something.

What does a great leader look like?

- Has a futuristic vision
- Turns ideas into real world success stories

Qualities

- **Honesty / integrity/ Character** - “The supreme quality of leadership is unquestionably integrity.” Dwight D Eisenhower
- **Confidence / Competence** - should at least reflect the degree of confidence required to ensure that your followers trust you as a leader
- **Inspires others** - “If your actions inspire others to dream more, learn more, do more and become more, you are a leader.” John Quincy Adams
- **Commitment / Passion / Enthusiasm**- getting your hands dirty will also help you to gain the respect of your subordinates and infuse new energy in your team members, which helps them to perform better.
- **Good Communicator** - Words have the power to motivate people and make them do the unthinkable.

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Qualities cont.

- **Decision Making Capabilities** - A leader should think long and hard before taking a decision but once the decision is taken, stand by it.
- **Accountability/ Loyalty** - “A good leader takes little more than his share of the blame and little less than his share of the credit.”
Arnold H Glasow
- **Delegation/Empowerment /Team Builder**- empowering your followers and delegating tasks to them will develop a trust factor and leave time for more important matters
- **Creativity / Innovation / Vision** - Innovation distinguishes between a leader and a follower.”
- **Empathy** - Understanding the problems of your followers and feeling their pain is the first step to become an effective leader.
- **Charisma** - The best leaders are well-spoken, approachable and friendly. They show sincere care for others.

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Self Introspection

- Which of these traits or qualities do you see in YOU?
- Which ones do you need to acquire?
Which ones do you need to hone?
- Do you have any that you need to tone down or eliminate?



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What Great Leaders Do

Great Leaders:

1. lead by example with an overriding guiding vision or purpose.
2. know how to be themselves and are proud of who they are
3. have the ability to inspire confidence in others
4. rarely question themselves
5. know when to take advice
6. possess the foresight to move ahead, even in the most questionable times
7. love what they do and communicate their passion to others.
8. learn to lead by following
9. never quit
10. are never self-serving

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What is Management

Management is the act or skill of controlling and making decisions about a business, department, or other enterprise.

- A manager is responsible for efficiently accomplishing the goals of the organization through others
- Name some Managers in the NH
- What do you expect of a Nurse Manager

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What is Supervision?

Definition of *supervision*:

- the action, process, or occupation of supervising *especially* a critical watching and directing (as of activities or a course of action)

Would a nurse leader be in one or more of these roles?

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Who is the Supervisor?

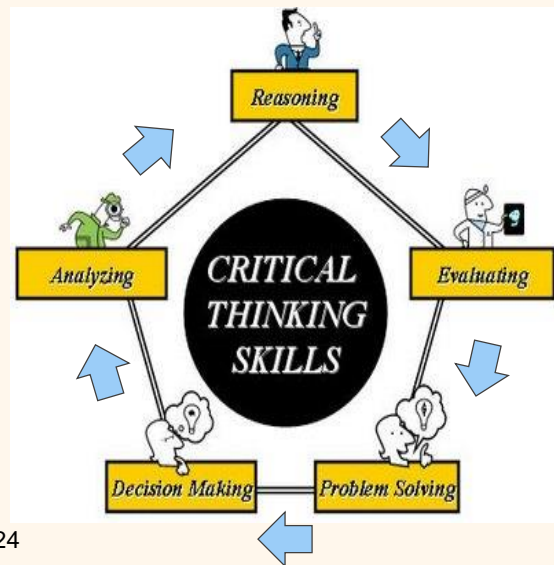


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Critical Thinking



- Disciplined thinking that is clear, rational, open-minded, and informed by evidence
- Guided by professional standards and codes of ethics, not hunches or opinions



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Evidence Based Practice (EBP)

- Applying the most current, best available research and evidence to clinical practice
- Use evidence-based articles and information for policies, procedures, and nursing practice
- *Example:* AHRQ evidence-based program, Team Strategies and Tools to Enhance Performance and Patient Safety (TeamSTEPPS) has proven effectiveness of reducing patient safety issues

<http://www.ahrq.gov/professionals/education/curriculum-tools/teamstepps/longtermcare/index.html>



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The History Of EBP

- 1800's - Florence Nightingale : Regarding the Life & Passion of Miss Florence Nightingale (<https://www.youtube.com/watch?v=Z58-SiuxCFQ>)
- 1972 - Archie Cochrane
- 1996 - David Sackett



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Evidence Based Practice

What Is EBP In Nursing?

An integration of research evidence, clinical expertise and a patient's preferences.

A problem-solving approach to clinical practice which encourages nurses to provide individualized patient care.

How Is EBP Incorporated In Nursing?

Helps develop an effective course for delivery of care.

5 Steps

1. Form a clinical question to identify a problem.
2. Gather the best evidence.
3. Analyze the evidence.
4. Apply the evidence to clinical practice
5. Assess the result. (Also known as ????)

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EBP cont.

Kinds of Research Used In EBP (Most credible to less credible)

- Randomized controlled trials.
- Evidence gathered from cohort, case-control analysis or observational studies.
- Opinions from clinical experts that are supported by experiences, studies or reports from committees.
- Personal experience.

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EBP cont.

• Benefits of EBP

- Provides nurses with the scientific research to make well-founded decisions
- Nurses can stay updated about new medical protocols for patient care
- Searching for documented interventions can increase their patients' chances for recovery.
- Helps nurses understand the risks or effectiveness of a diagnostic test or treatments
- Enables nurses to include patients and thus allows patients to have a proactive role in their own healthcare

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Accountability and Responsibility



- **Accountability-** the state of being accountable, liable or answerable
 - Accountability means you are answerable to an authority for the activity, regardless of whether you perform it or delegate it
- **Responsibility – duty to satisfactorily complete a task assigned by someone that must be fulfilled and which has a consequence for failure to do so**
 - **RESPONSIBILITY CAN BE DELEGATED**
 - **ACCOUNTABILITY cannot**

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What Can They Really Do?



When choosing to delegate...



•Ask:

- Is it critical that you complete the task?
- Is there someone who has the expertise to complete the task?
- Will the task develop another person's skills and confidence?
- Can the person selected work independently?
- Do you have time available to provide adequate training and to answer questions, check progress, and contribute if necessary?
- Does the person have enough time to take on the work?

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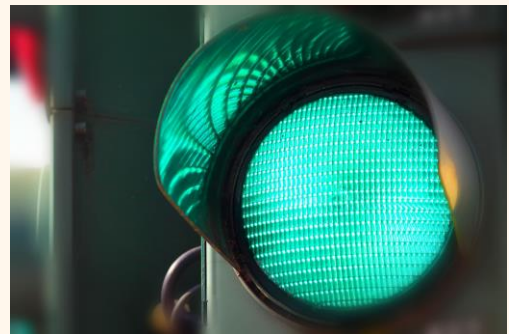
Delegation – unleashing the power of others

- 1. Delegation transfers responsibility for a procedure or task without transferring accountability**
- 2. To delegate, the nurse must know the person's scope of practice, qualifications, and competence**
- 3. Reasons leaders fail to delegate when they should:**
 - a. Fear the task will not be done well, or will not be done at all**
 - b. Fear of giving up control**
 - c. Time constraints for teaching the other person how to do the job**
 - d. Concerns about burdening a team member with more work**

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National Council of State Boards of Nursing: Delegation is appropriate when & what...

- The nurse is certain that delegating the activity is not against the law
- The person to whom the task is delegated has been taught to perform the procedure, and can demonstrate the procedure correctly if necessary (Proof in file)
- The resident is stable and frequent, repeated assessments are not necessary
- The resident's response to the activity is reasonably predictable



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THE FIVE RIGHTS OF DELEGATION



- 1. RIGHT TASK**
One that is delegable for a specific client.
- 2. RIGHT CIRCUMSTANCES**
Appropriate patient setting, available resources, and other relevant factors considered.
- 3. RIGHT PERSON**
Right person is delegating the right task(s) to the right person to be performed on the right person.
- 4. RIGHT DIRECTION/COMMUNICATION**
Clear, concise description of the task, including its objective, limits and expectations.
- 5. RIGHT SUPERVISION**
Appropriate monitoring, evaluation, intervention, as needed, and feedback.

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Tips for Delegation Success



- Give specific details
- Be selective about what and to whom you delegate
- Delegate small tasks first
- Be a resource without taking over the project
- Give realistic timelines for completion
- Provide necessary tools and resources
- Reward and recognize success in a timely manner
- Clarify your expectations as often as needed

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Benefits of Delegation

- Frees up time for you to focus on other job duties
- Builds staff self-esteem and grows new leaders
- Provides a clear message to staff that teamwork is valued
- Displays to the organization the level of trust within the department with you as the leader



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Reverse delegation happens when delegated tasks end up back in your bucket.



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Empowerment

- A management practice of sharing information, rewards, and power with employees so that they can take initiative and make decisions to solve problems and improve service and performance.
- Empowerment is based on the idea that giving employees skills, resources, authority, opportunity, motivation, as well holding them responsible and accountable for outcomes of their actions, will contribute to their competence and satisfaction.

• <http://www.businessdictionary.com/definition/empowerment.html>

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What Does Empowerment look like in the Nursing Department ?

- Does the DON have to meet with all employees regarding every situation?
- Does the DON have to chair every committee and task force?
- What can the supervisor or nurse manager handle?
- What could the Floor nurse resolve?
- How can a CNA become empowered?



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Empowerment also leads to:
New Leaders



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Empowerment Invokes Change

- Changes in the DON's life
- Changes in buy in of the team
- Changes in retention & loyalty
- Changes in satisfaction surveys both resident & staff

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Who's in Your Facility or on Your Team?



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Who is going to Take over?

9 Qualities that will assist Nursing Executives in fostering new leadership

1. Emotional Intelligence (EI) defined as the ability to: Recognize, understand and manage our own emotions. Recognize, understand and influence the emotions of others.

Nurse leaders will need to:

Help new trainees to develop EI

This assists with the coping of stressors in routine situations where there needs to be a calm centered approach to prevent poor teamwork .

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Who is Going to Take Over? cont.

2. Integrity is defined as the quality of being honest and having strong moral principles; moral uprightness.

Nurse executives must display their own integrity and role model for the nurses in making the correct choices during critical situations in resident treatment plans.

Provide training of ethical practices that allows new nurse leaders to make effective and safe decisions.



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Who is Going to Take Over? cont.

3. Critical Thinking

Teach the inexperienced nurses in the practice of making decisions based on many factors.

4. Dedication to Excellence

Nurse leaders need to deliver excellent service to teach by example. Often more frequent performance assessments are used to talk about this service component.



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Who is Going to Take Over? cont.



5. Communication Skills – Need for collaboration is great amongst the interdisciplinary team.

Training in this area can be accomplished by having these nurses round with the DON and attend standup meetings

6. Professional Socialization

By observing the nurse –resident interaction the nurse executive can identify opportunities that can be discussed with the newer nurse

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Who is Going to Take Over? cont.

7. Respect

“Nurse leaders are passionate, dynamic influencers who inspire change in others and, in the process, win the respect and trust of their charges”

This is accomplished by teaching two-way communication, paraphrasing and restating both the feelings and words.

This promotes a positive, productive workplace environment.

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Who is Going to Take Over? cont.

8. Mentorship

Become familiar with what motivates the new nurse

Provide guidance towards understanding their role as not only a care giver but a nurse leader

Establish an environment of continual learning

Continue to identify learning opportunities but allow some autonomy



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Who is Going to Take Over? cont.

9. Professionalism

Defined as the competence or skill expected of a professional.

Nursing: Dynamic Profession

Requires competent, confident leadership

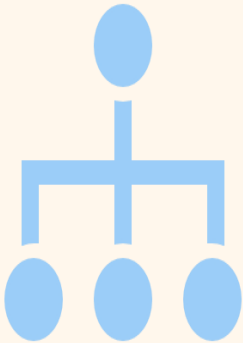
Are you instilling in your nursing staff the need for professionalism?



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Succession of the DON

An old adage is,
“If your unit or department can run without you,
you have done your job.”



- This is true, so develop your succession plan early. You can't do it all alone.
- Identify your informal and formal leaders and invest in them.
- Take them to meetings with you; have them provide presentations to the staff and senior-level leaders.
- Find opportunities to highlight their strengths and minimize their weaknesses.
- Train them to be the next leaders.

<https://www.americannursetoday.com/nine-principles-of-successful-nursing-leadership/>

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Summary

1. Determine the qualities of leadership you are looking for
2. Observe and conclude which staff demonstrate those qualities
3. Hire and onboard staff with those qualities
4. Mentor and train staff
5. Continue to allow staff to see you as the ultimate professional by demonstrating all the traits you are training

*“Leadership and learning are indispensable to each other.”
– U.S. President John F. Kennedy*



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Resources



- <https://explorehealthcareers.org/get-started-now-youve-got-career-ladder-climb/>
- <https://online.regiscollege.edu/blog/9-essential-qualities-nurse-leadership/>
- <https://www.americannursetoday.com/nine-principles-of-successful-nursing-leadership/>
- <http://nursing.advanceweb.com/effective-nursing-leadership/>
- http://soe.syr.edu/academic/counseling_and_human_services/modules/Preparing_for_Supervision/definition_and_components_of_supervision.aspx
- [/https://aboutleaders.com/management-and-supervision-vs-leadership/#gs.QZwrQNSg](https://aboutleaders.com/management-and-supervision-vs-leadership/#gs.QZwrQNSg)
- <http://www.businessdictionary.com/definition/empowerment.html>
- https://www.windsor-group.com.au/our_news/what-is-meant-by-empowerment/
- <https://www.ncsbn.org/1625.htm>

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