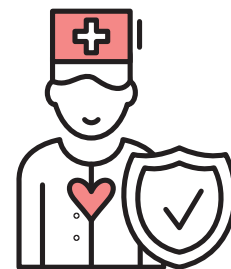


HealthTech

Nurse Leader

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A newsletter for the new and experienced Nurse Leader



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Introduction

Healthcare continues to evolve and is more complex than ever. New technology, staffing shortages, financial constraints, and health equity initiatives are just some of the challenges nurse leaders are facing.

The HealthTech Nurse Leader will be published periodically with a goal of supporting and educating nurse leaders.

If there are topics you would like addressed in future editions, please let us know.

Attributes of a Successful Nurse Leader

There are many articles and books about the characteristics of successful nurse leaders. The American Nurses Association has identified the following attributes:

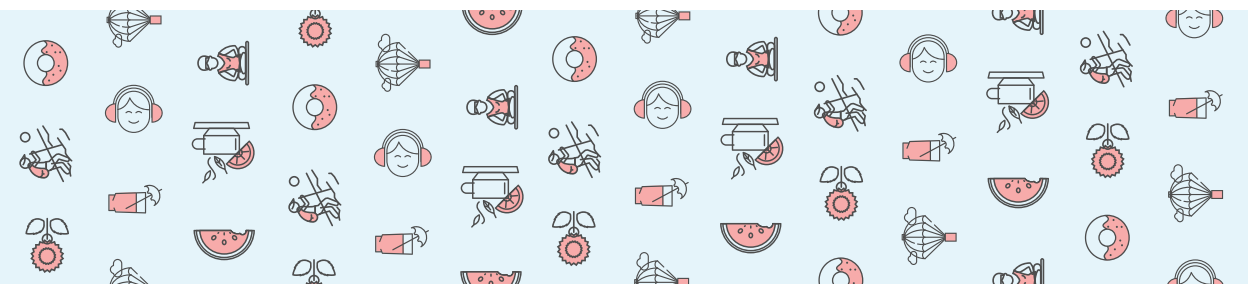
Communication and Collaboration: *These skills can reduce miscommunication, encourage shared decision-making, and provide a sense of working together toward common goals.*

Education and Quality of Practice: *Continued professional development allows leaders in nursing to keep pace with the ever-changing healthcare environment while striving for excellence by supporting quality, evidence-based practice.*

Environmental Health and Resource Utilization: *Leadership in nursing ensures that patient care can be provided effectively in a safe and healthy environment while promoting wellness among all healthcare staff.*

Ethics and Professional Practice Evaluation: *Influential nurse leaders model ethical practices to guide decisions, display honesty by being accountable for their actions, and evaluate their adherence to professional practice standards.*

Professionalism and Leadership: *Leaders in nursing build vital relationships and collaborate with various healthcare teams on sensitive topics. Using critical thinking skills allows those in nursing leadership roles to analyze decisions impacting the organization. They then clearly explain the rationale in a manner that encourages staff support.*



The American Organization for Nursing Leadership has developed a set of core competencies for nurse leaders which are included in the table below. A self-assessment is available for members on the AONL web site.

Leader Within

- Reflective Practice
- Foundational Thinking
- Career Development
- Personal & Professional Accountability

Professionalism

- Professional Accountability
- Advocacy
- Health Equity & Social Determinates of Health
- Governance

Communication and Relationship Building

- Effective Communication
- Influencing Behaviors
- Relationship Management

Knowledge of the Healthcare Environment

- Nursing Practice & Application
- Economics & Policy
- Regulation
- Evidence-Based Practice
- Patient Safety & Quality

Business Skills and Principles

- Financial Management
- Strategic Management
- Human Resource Management

Leadership

- Systems & Complex Adaptive Thinking
- Change Management
- Diversity, Belonging & Inclusion
- Decision Making

Thoughts From the Field

We asked nurse leaders six questions about nursing leadership and here's what they said.

Terry Murphy

Director Skilled Nursing

Mee Memorial Healthcare System. King City, CA

What do you think are the most important skills needed by a nurse leader?

Empathy and the ability to listen without bias or prejudice to what someone is sharing with you... be it a staff person, a direct report, someone you report to, or a patient or family member. It is critical to remember who you represent and that you are an advocate for the patient.

What advice helped you the most when you were a new nurse leader?

Coaching and mentorship from a respected leader or colleague. Florence Nightingale penned many critical insights about the profession of nursing. It is good to keep her words close to your heart.

What do you think is the most difficult part of the nurse leader role?

Maintaining integrity and professional balance with each member of the healthcare team.

There are many who do not share your professional ethics and do not support service leadership.

How do you achieve a healthy work/life balance?

Spend quality time with those you love, enjoy fine wine (life is too short to drink bad wine) and pair it with food that compliments the specific varietal. Be appreciated by a cat. Find time to read, watch a great British mystery series, and spend time in nature. Play a sport you love if you are young and fit enough. Find moments of joy and wonder in each day.

What is your current most pressing challenge?

Trying to decide whether it is the right time to retire, and how to make a meaningful contribution to each day if I am no longer a practicing nursing professional. At work right now, we are in Survey Window, and CDPH is overdue.

What advice would you give a new nurse leader?

Be authentic. Embrace the tenets of service leadership. You will always learn more by listening attentively. Make an effective difference every day. Remember, you cannot lead if no one chooses to follow you.

Curtis Shumate, BSN, RN

Executive Director of Nursing

Whidbey Health. Coupeville, Washington

What do you think are the most important skills needed by a nurse leader?

First and foremost be an active listener and engage with staff. Never jump to conclusions without first seeking facts from all parties involved.

- Set clear expectations of work and care to be provided. Inspect what you expect.
- Walk the floors, interact, assist when available and appropriate.
- Round on staffing – Actively – what’s working,? what’s not? are there any obstacles?
- Create a shared governance workplace and encourage active input from frontline staff. Promote positive change, engagement and ownership of work.

What advice helped you the most when you were a new nurse leader?

Do NOT micromanage!

- Empower staff (within scope and skill set).
- Delegate.
- Quality and compassion can be managed in several pathways. Allow personalization of staff approach to care as long as procedures are followed for best outcomes.

What do you think is the most difficult part of the nurse leader role?

Hard Conversations – if this gets easy for anyone then the efficacy of leadership may be in question.

- There is no benefit to staff, patients, or the organization for not holding people accountable.
- True leadership has hard conversation to afford staff the opportunity to grow and succeed. If staff do not succeed, if you have provided the hard conversation and opportunity for improvement, then it is with confidence that you have done your best by the staff member.

How do you achieve a healthy work/life balance?

Still working on this one! I truly believe in work/life balance and promote this for all that I lead. However, do not do as I preach; as evidenced by my authoring of my response to this email questionnaire in my 10th hour on a Friday.

What is your current most pressing challenge?

Finding enough time in the day to meet the many demands on my time. I will always make time for staff to meet and discuss issues, being present for them.

Learning to say No, realizing it is not reasonable to meet everyone's needs and timelines.

Be honest, prioritize and communicate what is possible to do and when.

Though I have a solid background in leadership, learning the nursing leadership role and demands without a pass-down or work training.

What advice would you give to a new nurse leader?

Be kind and gentle on yourself as you develop into the role. Push yourself, however, understand that you will not know everything and with the continually changing environment in medicine most likely will not. So, develop your network and identify who your key staff members are and their expertise and rely on their input and suggestions and support.

The team approach is great and empowers staff and engagement as you all work together.

There will be times that require an immediate decision and staff will look to you. However, always be willing to reassess and debrief later to determine if another approach may have been a better fit should the same situation arise in the future.

Bridgett Truempler
Director of Nursing Services
Hot Springs Health, Thermopolis, Wyoming

What do you think are the most important skills needed by a nurse leader?

Good Communication.

What advice helped you the most when you were a new nurse leader?

Don't recreate the wheel for processes, procedures, etc. Utilize those around you for assistance.

What do you think is the most difficult part of the nurse leader role?

Maintaining safe and reliable staffing.

How do you achieve a healthy work/life balance?

Know your limitations and don't allow yourself to get burnt out - learn that it is ok to say "no" sometimes.

What is your current most pressing challenge?

Staffing.

What advice would you give a new nurse leader?

Maintain a healthy work/life balance as much as you can.

Resources:

Leadership in Nursing: Qualities and Why It Matters

American Organization for Nursing Leadership

Our Services

HealthTech is an award-winning healthcare consulting and hospital management firm headquartered in Brentwood, Tennessee that has been in business for more than 50 years. We provide a full scope of financial and management support services. We focus on rural, community, and governmental hospitals with their associated clinics, providers, and community services.

HealthTech provides hospital management, consulting, turnaround, supply chain, and professional and physician recruitment services to more than 100 hospitals and health systems nationwide. HealthTech does not own or lease hospitals since we believe the community best holds the organization's assets. However, our mission and goal is to provide the community with a quality healthcare system with appropriate services, resulting in stable financial operations.

We would welcome the opportunity to meet and discuss the assistance HealthTech can provide your hospital.



EXECUTIVE AND INTERIM STAFFING

HealthTech's executive recruiters work with your hospital to find senior leaders to meet the desired qualifications and are a strong fit in your organization. HealthTech's Interim Executive Recruiting has been recognized in the healthcare industry for responding expeditiously and with foresight to identifying interim candidates in a matter of days.

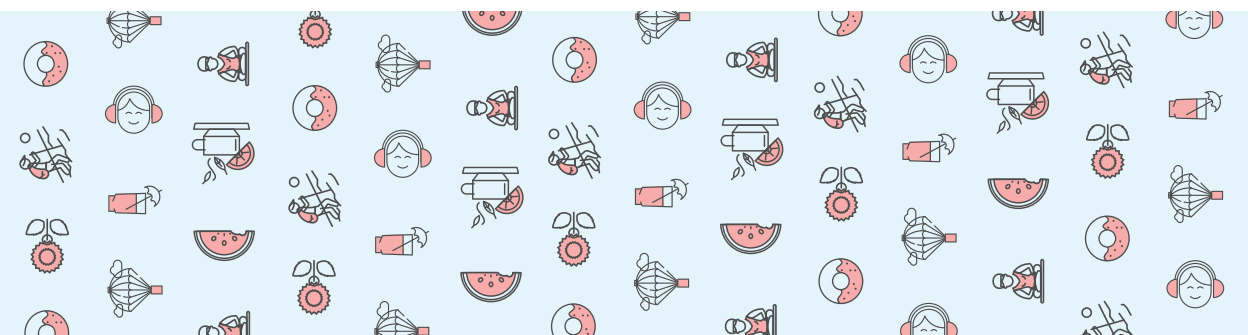
STRATEGIC PLANNING

HealthTech utilizes a three-year planning cycle that focuses on engaging participants, information gathering, and communication.

It is a key component of HealthTech management cycle that includes a management action plan, budget, and annual report on progress.

LEAN

The implementation and successful sustainability of a Lean culture can be accomplished through our three-pronged approach; Lean Workshop Train the Trainer Program; Executive and Management Coaching Development; Continuing Education Networks for the onsite trainers; and Lean executive champions.



COMMUNITY HEALTH NEEDS ASSESSMENT

A CHNA is required every three years by the IRS for not-for-profit hospitals. HealthTech consultants work with you and your community to develop a CHNA that is focused on improving health in your community and is aligned with your strategic plan

CARE COORDINATION

HealthTech can assist primary care practices identify new opportunities that are supported with Medicare reimbursement. The incorporation of a care coordination program in primary care is a huge step towards achieving the triple aim: better health for the population, better care for individuals, and lower costs through improvements.

SURVEY PREPARATION

HealthTech provides mock surveys to assess survey readiness with respect to regulatory standards. HealthTech performs an assessment of your current status and collaborates to develop a plan to attain continuous survey readiness. Our consultants can provide surveys to assess your survey readiness for:

- PPS Hospitals
- Critical Access Hospitals
- Long Term Care
- Rural Health Clinics
- Home Health and Hospice

SWING BED

A swing bed program can be an important part of meeting community needs and enhancing financial performance. Our consultants assist in the development of a swing bed program or in strengthening your current program.

PHYSICIAN PRACTICE ASSESSMENT

HealthTech offers a variety of consulting services related to provider clinics and employed physician practices.

OPERATIONAL ASSESSMENTS

Talk to one of our consultants about our operational assessments. Our track record in this area typically generates at least \$1M to \$5M in opportunities within 30-120 days for your hospital.



SCAN ME

HealthTech

Your hospital transformation starts with a conversation.

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