

Unlocking the Leadership Potential for our Frontline Nurses – Do we have the right key?

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Before we talk specifically about nursing leadership, let explore what Leadership is...

What other words do we use to describe Leader?

Reflection:

Boss Verses Leader

The traditional authoritarian image of the leader as the “boss” calling the shots has been recognized as oversimplified and inadequate.

The highest performing Nursing Homes focus on 3 common elements:

1. Person centered care culture
2. Workforce commitment
3. Leadership practices*

Leadership influences quality of life, clinical outcomes, staff engagement, and relationships.

Reflection:

Who was the best manager you ever had?

Why were they so good?

Leadership is critical to successful organizational outcomes

Are people born as leaders or can people learn how to become a leader?

What do you believe?

A leader will only be as good
as the team and the team will
only be as good as the leader.

Do you agree?

Team Work: Defining

How would you define the concept of *Team*?

a cooperative unit made up of 2 or more people

a group organized to work together

Think of the Chicago Bears...

Team Work: Benefits of a team:

- More creativeness to problem solving and higher level of staff engagement
- Staff feel empowered because they are part of the process for improvement

Positives to developing the nurse as the leader on the floor

Continuity of care – care will be better

Work day goes smoother

Better work environment: We have more fun

Less complaints

Turnover decrease – no numbers but both facilities that we did this with, believe this

The Nursing Leadership program is about teaching the nurses to lead with values

- ❖ Helps set priorities
- ❖ Inspires staff to do a good job
- ❖ Provides guidelines
- ❖ Guides decision making
- ❖ Guides daily problem solving.

Nursing Leadership Training: *Training Dynamics*

Came about because of meetings with the CNAs – they asked for it!

Two days of 6 hour training; one week between each session

CEUs provided by Continuing Education Institute

Homework at the end of day 1 to report back on at the beginning of day 2

Outline for training:

1. Getting Nurse to want to be the Nurse Leader
 - a. Leading with values and what this means*
 - b. Understanding what it means to lead; defining leadership*
 - c. Understanding what it really means to be a team*
 - d. Recognizing advantages and disadvantages to being the nurse leader
2. Learning who they are and coming out of their comfort zone
3. Assessing their skills, abilities and opportunities for improvement to be a better leader – being honest with themselves
4. Recognizing and dealing with team conflicts - specific circumstances are discussed and processed out
5. Coming to terms with the new role and need for change
6. Check in with how they are feeling about taking on the leadership role?

Getting the nurses to
WANT to be the Nurse
Leader

Getting the Nurse to WANT to be the Nurse Leader

1. Discussion: Leaders key responsibilities
 - A. *Leaders possess qualities that make others want to follow them.*
 - B. *Establishing direction (vision and strategies for producing the change necessary to achieve the vision).*
 - C. *Aligning people to the direction (communicating vision in ways that influence people to make it happen).*
 - D. *Motivating and inspiring (energizing people to overcome barriers and obstacles to change).*
2. Discussion regarding advantages and disadvantages to being the leader

Learning who we are &
coming out of our
comfort zone

Keirsey Temperament Sorter

Akin to the Meyers-Briggs Type Indicator

Self-assessed personality questionnaire designed to help people better understand themselves and others.

Used to understand strengths and “weaknesses” in regards to being a leader to help identify opportunities for improvement

Personality Type Group Discussion

1. Read out-loud description of each personality type
2. Discussion:
 - A. *What is the most important thing that we need to know about who you are?*
 - B. *What works well for you as a leader?*
 - C. *What will you need to “work” on to be a better leader?*

Hand Writing Exercise

Goals:

To illustrate how change is hard, but with time and practice it can get easier.

It can be tough doing things differently, but you can accomplish it with time and patience.

Assessing skills, abilities and
opportunities to work on
to be a better leader –

being honest with themselves

Self Reflection

Be honest when answering these questions

Homework

Have a team meeting and tell the team that we are working on being a better collective team. You want their input on what this will look like and prepare them that things may begin to look a little different than what they looked like before.

Between now and the next class, pick one thing that you will work on or try. Be ready to report back to us how you did and how it felt,

Personal Improvement Tool

Used to help them process out how to work on the “change” that they want to work on

Used to help keep them moving once the program is over

Tools used to help them choose what to work on were the Keirsey Temperament and self reflection tools

Sample:

Personal Improvement Goal: I want to lose 20 pounds

Barriers to reaching this	How I feed into the barriers	Plan for overcoming the barriers
I get home from work late and so I am eating dinner late	I feel that by working I am doing a good job so I feel like I should be rewarded at the end of the day	Make dinners ahead of time Keep meals in the care for those late nights and hold myself to NOT eating when I get home. Put a sign on the fridge that reminds me
I like to go out for meals with friends and families	I think I am going to order healthy when I go out, but I give into cravings or eat too much bread before the meal	Ask the waitress to not bring the bread basket to the table. Tell my family and friends to help me make good meal choices Remind myself that I need to eat healthy and that the food with the more calories is not necessarily better.
When I go to the grocery store I impulse buy and wound up buying food that is not good for me	I don't plan to go to the store, I go on whims	Plan grocery outings and write a list. Let myself get 3 items that are not on the list
I don't have time to cook healthy	I spend time doing other wasteful things when I am home and don't give importance to cook healthy	Plan my days better to include time for meal prep. Embrace this and make it fun by listening to music. See if I can get my husband involved in doing this with me.
I don't have enough time to work out	I have set up reminders on my phone to work out but I ignore these; set up too many reminders?	Decrease the number of reminders on my phone. Hand write my schedule for working out. Set a goal for the number of times I work out a week and then if I adhere to this for a month, I can buy

Recognizing and dealing with team conflicts

specific circumstances were discussed
and processed out

Scenario:

You witness a staff member taking someone out of an activity for a shower. You know this resident really enjoys that activity and you hear the elder say, that she wishes she could stay. The staff member says, “Sorry, this is the only time that I can give it to you. I am really busy today.”

What do you do?

Scenario:

There has been an increase of falls on your shift.

What do you do?

Coming to Terms with Being the Nurse Leader

Person centered care is about valuing relationships.

These relationships include staff to elder, elder to elder, staff to staff. As the leader on the floor, it is the nurses responsibility to ensure that these are fostered among everyone

Check in with how they are feeling about taking on the leadership role?

They are expected to do this from today forward...
so they need to talk about this!

Barriers to creating a Nursing Leadership Program:

DON and Administration subtly do not support – Actions speak louder than words

Poor hiring of new staff – we hire warm bodies; not warm hearts!

Lack of follow-up and support – training happens and we don't check in

Micro management on behalf of other leaders in the community – again, actions speak louder than words

Lack of on going training to address issues that arise – one time program with no follow-up

It is really uncomfortable changing the way I behave – I revert back to who I was before we had the training.

Lessons Learned and Best Practices

- Make sure that the CNAs will support this
- Nursing Leadership needs to support this
- DON has to REALLY support this and needs to be the driver for this.
- Have follow-up meeting with the nurses to “check-in” with the them
- Provide one-on-one counseling as needed to individually support
- Build into the performance review system so that they understand this is a requirement of the job.

But...

We also need to recognize that change is not
easy....



**The eagle has the longest life-span
among Birds**

It can live up to **70 years**

But to reach this age, the eagle must
make a hard decision



In its 40's



Its' long and flexible talons can no longer grab prey which serves as food

Its' long and sharp beak becomes bent



Its' old-aged and heavy wings, due to their thick feathers, become stuck to its' chest and make it difficult to fly





Then, the eagle is left with only two options:
die or go through a painful process of change
which lasts **150 days**.



The process requires that the eagle fly to a mountain top and sit on its' nest

**There the eagle knocks its' beak
against a rock until it plucks it out**



After plucking it out, the eagle will wait for a new beak to grow back and then it will pluck out its' talons





When its' new talons grow back, the eagle starts plucking its' old-aged feathers

And after **five months**, the eagle takes
its' famous flight of rebirth and lives for

...



30 more years

Many times in order to survive we have to start a change process



When it rains, most birds head for shelter; the eagle is the only bird that, in order to avoid the rain, starts flying above the clouds...

*Be that person and soar high-
it's a beautiful view!*

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