Clinical Leadership: Values into Action

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Introduction: Aims

- This talk is based on the results of five research projects looking specifically at health professional clinical leadership.

- I will briefly outline all five studies.
- Indicate why the results matter in terms of understanding what clinical leadership means.
- Link clinical leadership with the new leadership theory: Congruent Leadership
Your beliefs become your thoughts
Your thoughts become your words
Your words become your actions
Your actions become your habits
Your habits become your values
Your values become your identity

(Mahatma Gandhi, Indian politician and father of modern India, 1869–1944,
http://www.goodreads.com/quotes/tag/avvalues)
The Five Clinical Leadership Studies

Title: **In Command of Care: Clinical Nurse Leadership**  

1. In the UK (Worcestershire)
2. With **Registered Nurses**
3. Methodology / Methods (Qualitative / Grounded Theory / Questionnaire and Interviews)
4. Sample 50 interviews / 850 questionnaires (22.6% return rate = 188)
5. Gender (95% female / 5% male)
The Five Clinical Leadership Studies

Title: Perceptions of clinical Leadership in the St. John Ambulance Service in Western Australia (2010)

1. In WA
2. With Paramedics
3. Methodology / Methods (Qualitative / Phenomenology / Questionnaire)
4. Sample 250 questionnaires (41.6% return rate = 104)
5. Gender (36% female / 64% male)
The Five Clinical Leadership Studies

Title: Leadership at Home: Perceptions of Clinical Leadership at Swan Care Group Bentley Park (2012)

1. In WA
2. With care home managers and registered nurses
3. Methodology / Methods (Qualitative / Phenomenology / Questionnaire and Interviews)
4. Sample 8 interviews / 20 questionnaires (50% return rate = 10)
5. Gender (100% female / 0% male)
The Five Clinical Leadership Studies

Title: Volunteer Ambulance Officers perceptions of Clinical Leadership in St John Ambulance Services Western Australia Incorporated. (2013)

1. In WA
2. With Volunteer Ambulance Officers
3. Methodology / Methods (Qualitative / Phenomenology / Questionnaire)
4. Sample 500 questionnaires (12.2% return rate = 61)
5. Gender (49% female / 51% male)
The Five Clinical Leadership Studies

Title: Western Australian Allied Health Professionals’ Perceptions of Clinical Leadership (2014 - 2015)

1. In WA
2. With Allied Health Professionals
3. Methodology / Methods (Mixed Methods / Questionnaire)
4. Sample (on-line questionnaires sent to approx: 4973 various AHP (6.1% return rate = 307)
5. Gender (86.5% female / 13.5% male)
Summary

5 studies
Various professional groups
In two different countries
Used a variety of data collection methods
Studies conducted over many years
A mixture of gender groups offering data
Produced a wide number of publications
Ethics secured for all studies

So what were the results?
Clinical Leadership: Defined…

* clinical expertise / expert clinician / expert in their field directly involved in clinical care /
* interpersonal skills / influencing others / approachable, effective communicators /
* role model / motivators
* quality patient care / better health and health care / improves care / maintain high standards / deliverer excellent outcomes for patients and populations
* empowered / empower others / transform services
* Values and beliefs / promote the values / core part of clinician’s professional identity
Research Results:

Characteristics most commonly associated with clinical leaders (number = %)

<table>
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<tr>
<th></th>
<th>N (42)</th>
<th>P (54)</th>
<th>CH (54)</th>
<th>VAO (54)</th>
<th>AHP (54)</th>
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<tr>
<td>Approachability</td>
<td>97</td>
<td>96</td>
<td>100</td>
<td>83</td>
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<td>Clinically competent</td>
<td>95</td>
<td>96</td>
<td>100</td>
<td>90</td>
<td>84</td>
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<tr>
<td>Values and beliefs driven</td>
<td>87</td>
<td>93</td>
<td>100</td>
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<tr>
<td>Supportive</td>
<td>94</td>
<td>91</td>
<td>100</td>
<td>77</td>
<td>75</td>
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<tr>
<td>Motivator</td>
<td>94</td>
<td>93</td>
<td>95</td>
<td>63</td>
<td>73</td>
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<tr>
<td>Inspires confidence</td>
<td>93</td>
<td>86</td>
<td>95</td>
<td>85</td>
<td>72</td>
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<tr>
<td>Effective communicator</td>
<td>-</td>
<td>89</td>
<td>100</td>
<td>87</td>
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<tr>
<td>Visible in practice</td>
<td>86</td>
<td>85</td>
<td>76</td>
<td>54</td>
<td>55</td>
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<tr>
<td>Role Model</td>
<td>-</td>
<td>93</td>
<td>-</td>
<td>89</td>
<td>80</td>
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<tr>
<td>Vision/ Visionary</td>
<td>72</td>
<td>51</td>
<td>40</td>
<td>28</td>
<td>32</td>
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</table>
**Research Results:**

Characteristics **least** commonly associated with clinical leaders (number = %)

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>N (42)</th>
<th>P (54)</th>
<th>CH (54)</th>
<th>VAO (54)</th>
<th>AHP (54)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Controlling <em>(top issue)</em></td>
<td>78</td>
<td>84</td>
<td>80</td>
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<tr>
<td>Artistic (creative?)</td>
<td>65</td>
<td>52</td>
<td>50</td>
<td>-</td>
<td>34</td>
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<tr>
<td>Conservative</td>
<td>62</td>
<td>57</td>
<td>20</td>
<td>37</td>
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<td>Routine</td>
<td>57</td>
<td>51</td>
<td>-</td>
<td>-</td>
<td>34</td>
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<tr>
<td>Reward and punishment</td>
<td>39</td>
<td>48</td>
<td>30</td>
<td>34</td>
<td>29</td>
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<tr>
<td>Calculator</td>
<td>47</td>
<td>44</td>
<td>20</td>
<td>43</td>
<td>12</td>
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<tr>
<td>Works alone</td>
<td>-</td>
<td>68</td>
<td>40</td>
<td>75</td>
<td>81</td>
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<tr>
<td>Characteristics</td>
<td>Attributes</td>
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<tr>
<td>Sense of humour</td>
<td>Positive</td>
<td></td>
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<tr>
<td>Knowledgeable</td>
<td>Non-judgemental</td>
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<tr>
<td>Dynamic</td>
<td>Enthusiastic</td>
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<tr>
<td>Communicator</td>
<td>Role model</td>
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<tr>
<td>Trustworthy</td>
<td>Responsible</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>None judgemental</td>
<td>Ambitious</td>
<td></td>
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<tr>
<td>Ethical behaviour</td>
<td>Not a dreamer</td>
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<tr>
<td>Humble</td>
<td>Reliable</td>
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<tr>
<td>Visibility</td>
<td>Friendly / approachable</td>
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<td></td>
<td></td>
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<tr>
<td>Knowledgeable</td>
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The interviews showed that the attributes of clinical leaders were:

- Approachability
- Clinically competent
- Effective communicators
- Displayed their values and beliefs
- Decision maker
- Visible
- Positive role models
- Empowered

Main issues were with role conflict / not recognising their leadership role / controlling still seen as not a clinical leadership characteristic.
Clinical leaders are recognised because they were:

...but mostly it was because their values and beliefs about care were on display for others to see and were matched by their actions.
Some stories from practice: Visiting times

Visiting hours are... OVER!
**Congruent Leadership** can be defined as a match (congruence) between the leader's values and beliefs and their actions (Stanley 2006, 2006a, 2006b, 2008, 2011, 2016).

In relation to clinical nurse leaders they can be described as being driven by their values and beliefs about care and high-quality healthcare and it is for this reason that they are followed.

Congruent leaders may have a vision and idea about where they want to go, but this is not why they are followed.

Congruent leadership is about where the leader stands, not where they are going.
Congruent Leadership:

Values aren’t busses...they’re not supposed to get you anywhere. They’re supposed to define who you are.

New Text covers all this: