

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/avalues>)*

The Five Clinical Leadership Studies

Title: **In Command of Care: Clinical Nurse Leadership**
(**Doctoral Thesis 2001 – 2005**)

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)

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Summary

5 studies

Various professional groups

In two different countries

Used a variety of data collection methods

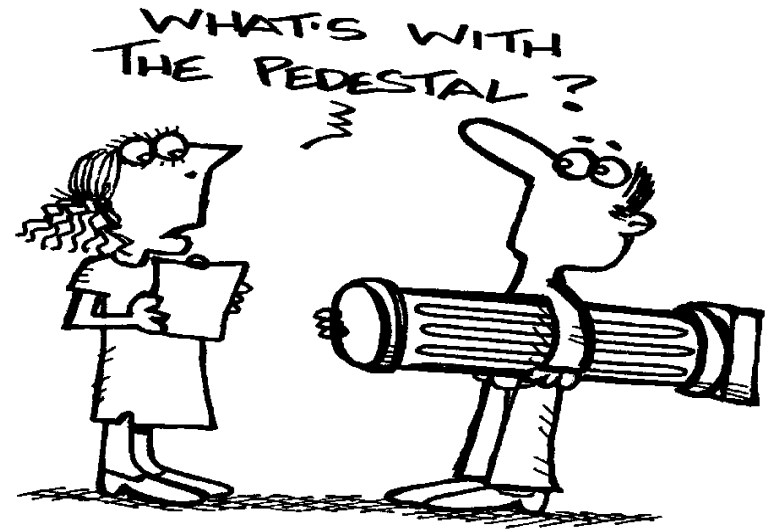
Studies conducted over many years

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 = %)

	N (42)	P (54)	CH (54)	VAO (54)	AHP (54)
Approachability	97	96	100	83	83
Clinically competent	95	96	100	90	84
Values and beliefs driven	87	93	100	89	83
Supportive	94	91	100	77	75
Motivator	94	93	95	63	73
Inspires confidence	93	86	95	85	72
Effective communicator	-	89	100	87	88
Visible in practice	86	85	76	54	55
Role Model	-	93	-	89	80
Vision/ Visionary	72	51	40	28	32

Research Results:

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

	N (42)	P (54)	CH (54)	VAO (54)	AHP (54)
Controlling *(top issue)	78	84	80	84	84
Artistic (creative?)	65	52	50	-	34
Conservative	62	57	20	37	46
Routine	57	51	-	-	34
Reward and punishment	39	48	30	34	29
Calculator	47	44	20	43	12
Works alone	-	68	40	75	81

Other clinical leaders characteristics:

Sense of humour

Knowledgeable

Dynamic

Communicator

Trustworthy

None judgemental

Ethical behaviour

Humble

Visibility

Knowledgeable

Positive

Non-judgemental

Enthusiastic

Role model

Responsible

Ambitious

Not a dreamer

Reliable

Friendly / approachable

In the health service interviews:

- * The interviews showed that the attributes of clinical leaders were:

Approachability

Clinically competent

Effective communicators

Displayed their values and beliefs

Decision maker

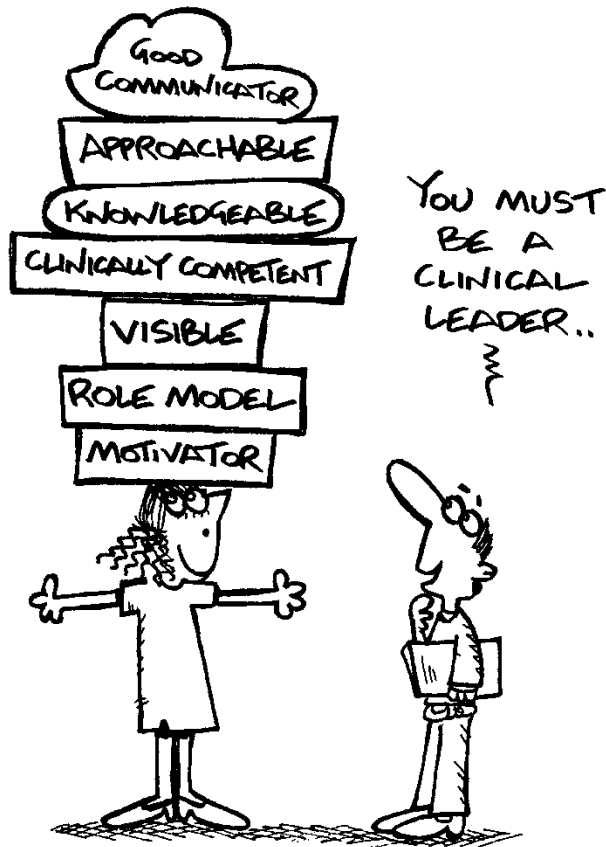
Visible

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



Congruent Leadership... a new theory

Congruent Leadership can be defined as a match (congruence) between the leaders 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.

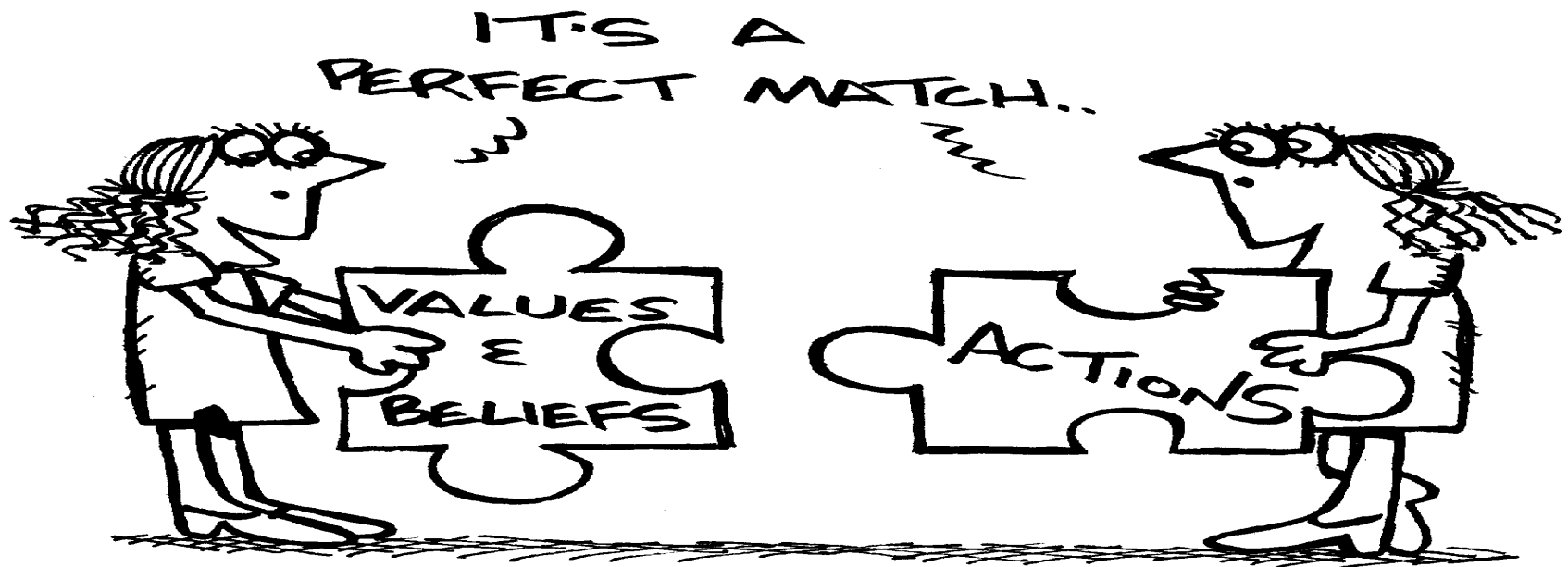
Congruent leaders may have a vision and idea about where they want to go, but this is not why they are followed.

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.

Jennifer Crusie. <http://www.goodreads.com/quotes/tag/avalues>



* New Text covers all this:

ADVANCED HEALTHCARE PRACTICE

SECOND EDITION

Clinical Leadership in Nursing and Healthcare

Values into Action

Edited by
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WILEY Blackwell

Questions

