Preparing the next generation of clinical leaders

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Order of presentation

Back – ground

The Study

Data analysis

Findings

Conceptual model

Recommendations

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Background

• Clinical leadership - reaffirmed by Francis 2013

• Ward Sisters/Charge Nurses/Ward Managers have been long been recognised as significant clinical leadership figures

• Successive government health policy changes and directives since 1990’s have led to changes in this role

• Managerial and administrative roles have increased & clinical time decreased

• Recruiting Ward Managers is becoming more difficult

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The Study

• **Purpose:**
  - To explore the experience of transition from staff nurse to ward sister
  - To understand the impact of organisation factors on that transition

• **Research Questions:**
  - What is the experience of transition from the role of staff nurse to ward sister in an organisation?
  - What is the culture of this organisational as evidenced by structures, policies, work roles, power structures, from the perspectives of staff nurses and senior trust team?
  - What influence do these factors (structures and policies) have: do they contribute to, facilitate or hinder this process of transition?
The Case – The Organisation

Documentary analysis

Outward facing website

Nurses – looking at themselves

Intranet

Strategy and policy

Other nurses Looking inwards

The nurse – aspiring clinical leader

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London South Bank University

EST 1892
Sample

• Participants:
  – Nurses in aspiring leadership roles [Band 6 nurses (various titles) who have completed a leadership development programme]

• Key informants:
  – Nurses recommended by participants
  – Senior nurses in the organisation

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Stages of Data Collection

- Interviews – key informants
- Interviews – participants
- Documentary, policy review
- Interviews repeated
- Reflection and research journal

Nov 2011 2012 2013 2014

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Emerging early categories

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Conceptual Model - layer by layer

Motivation

Job satisfaction

Support mechanisms

Role models

Inner Core - Self fulfilment

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Outer segments - Professional purpose

• WM role
• Work ethic
• Nature of leadership

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Departmental Level of work

- Ward context
- Developing people

For the future

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Outer rings – Organisational Level of work

Supporting and Developing The workforce

Organisational context

Nursing leadership

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Findings synthesised

• Moving from staff nurse to ward manager position should be recognised as a role transition
• Support for this transition in roles is needed.
• The organisational context is influential on the ward manager role and impacts on the likelihood of job satisfaction in the role.
• Organisational assumptions about the role and uptake of this support may be misplaced:
  – Knowledge and access
  – Sense making
A model for the future?

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Targeted support on an Individual level

Role modelling
Shadowing
Career development

A Learning organisation

Ward support
Ward leadership

Joined up thinking

Embedded leadership and vision that values staff

Become what you want to be
Thank you for listening

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References

- Smith, J., and Firth, J. (2011) Qualitative data analysis: the framework approach. Nurse Researcher. 18, 2, 52-62

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