Preparing the next generation of clinical leaders

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Order of presentation

Back – ground

The Study

Data analysis

Findings

Conceptual model

Recommenda tions

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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?
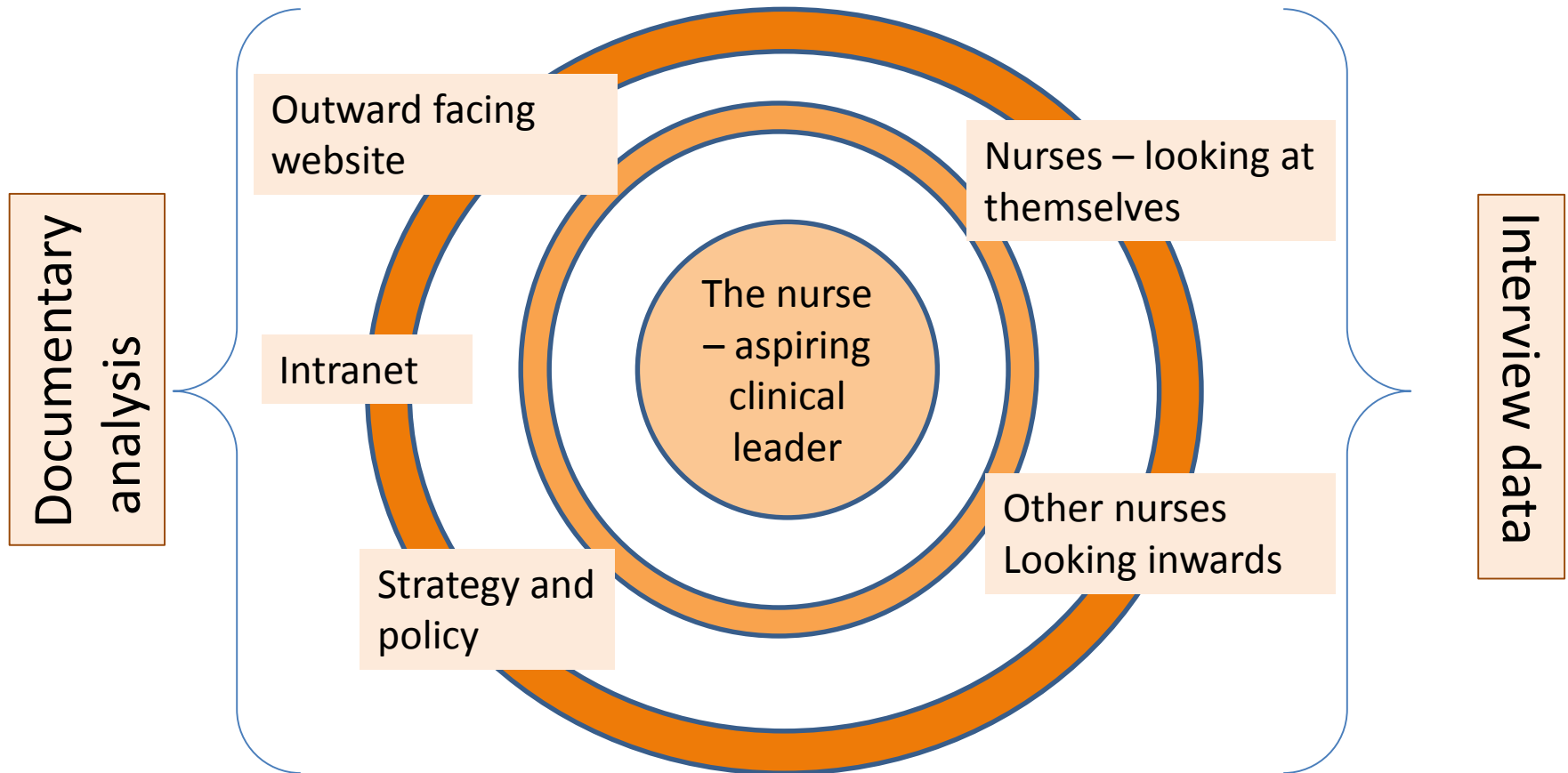
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The Case – The Organisation

Documentary analysis

Outward facing website

Intranet

Strategy and policy

The nurse – aspiring clinical leader

Nurses – looking at themselves

Other nurses Looking inwards

Interview data

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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
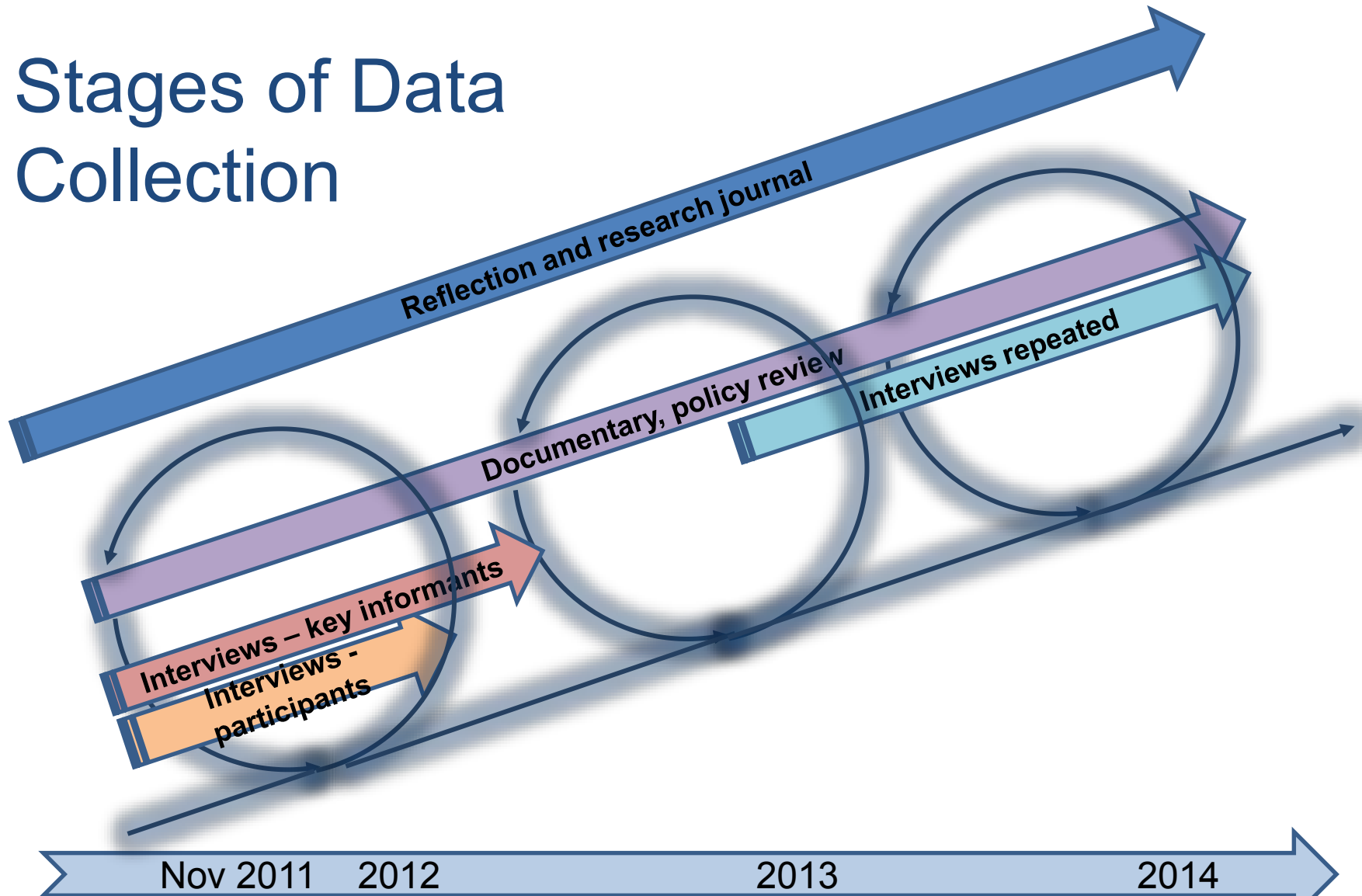   - Senior nurses in the organisation

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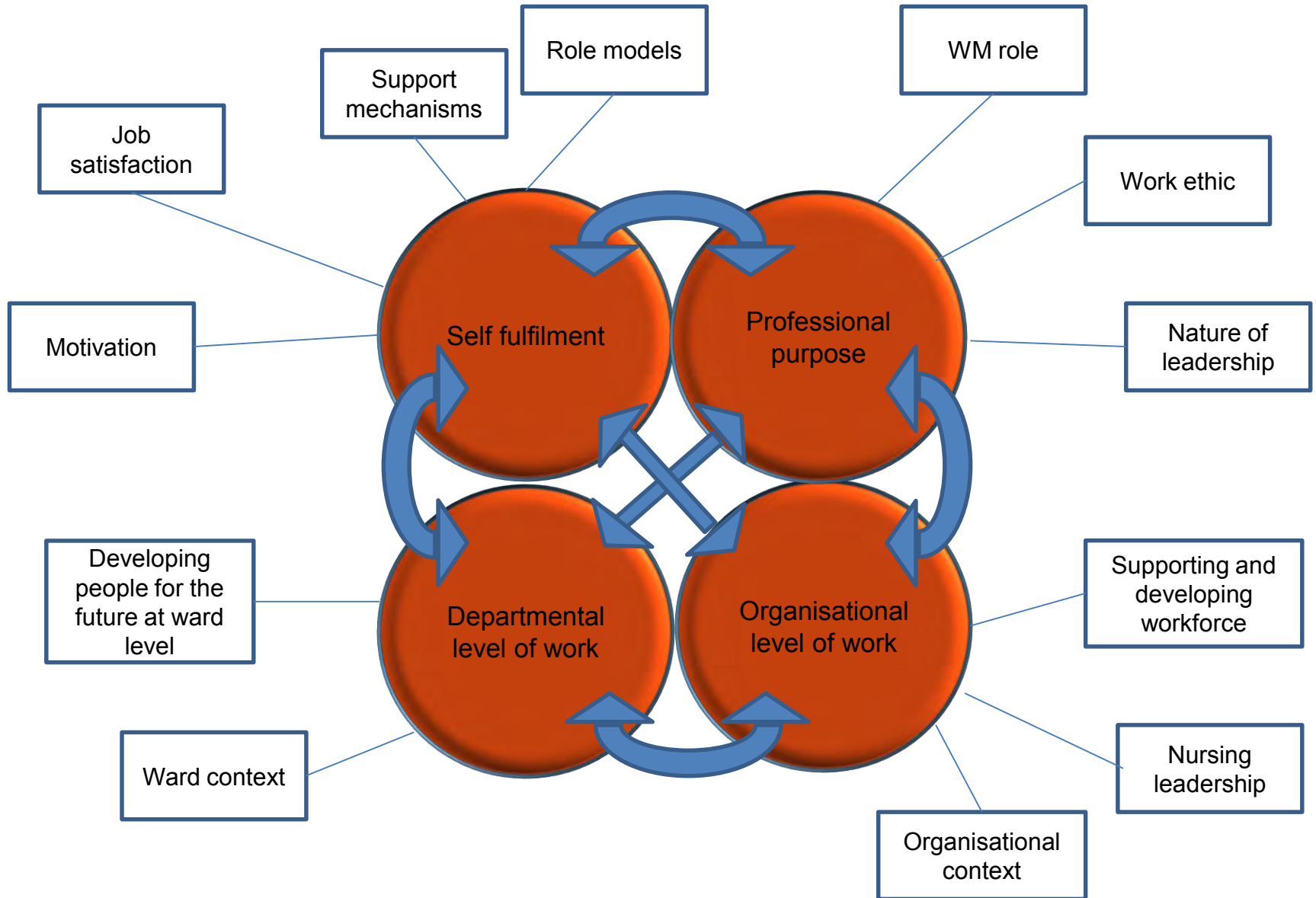
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Stages of Data Collection

Reflection and research journal

Documentary, policy review

Interviews repeated

Interviews – key informants

Interviews - participants

Nov 2011   2012   2013   2014

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Emerging early categories

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Thematic Data Map

- Job satisfaction
- Support mechanisms
- Role models
- WM role
- Work ethic
- Motivation
- Self fulfilment
- Professional purpose
- Nature of leadership
- Developing people for the future at ward level
- Departmental level of work
- Organisational level of work
- Supporting and developing workforce
- Ward context
- Nursing leadership
- Organisational context

Conceptual Model- layer by layer

Motivation

Job satisfaction

Support mechanisms

Role models

Inner Core - Self fulfilment
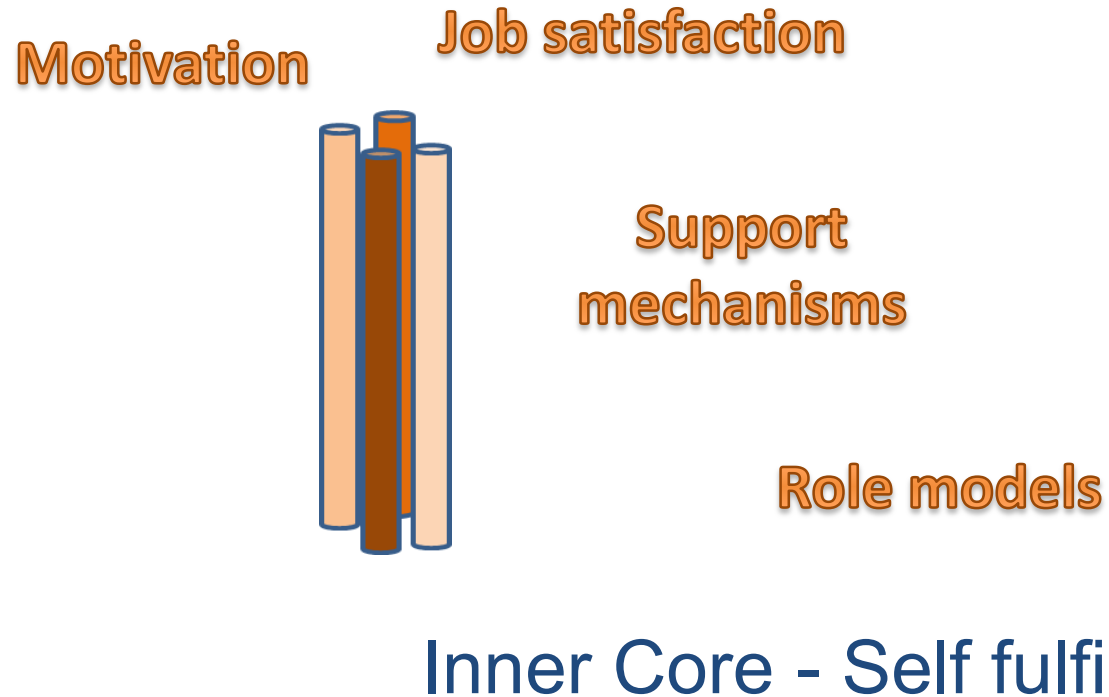
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Outer segments - Professional purpose
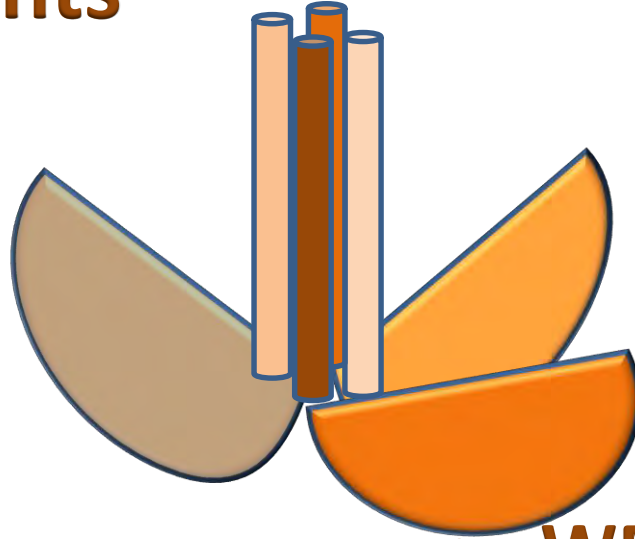
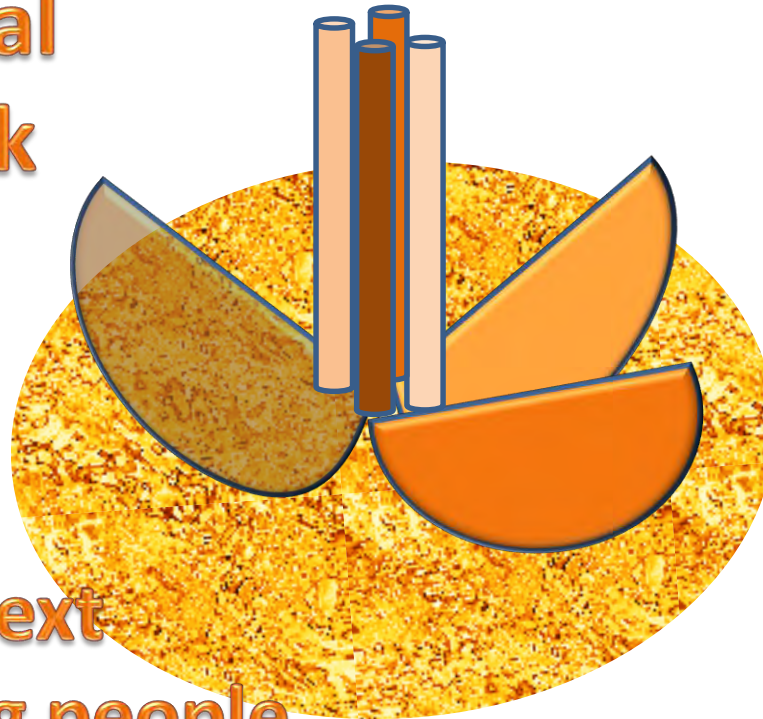- **WM role**
- **Work ethic**
- **Nature of leadership**

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Departmental Level of work

- **Ward context**
- **Developing people For the future**

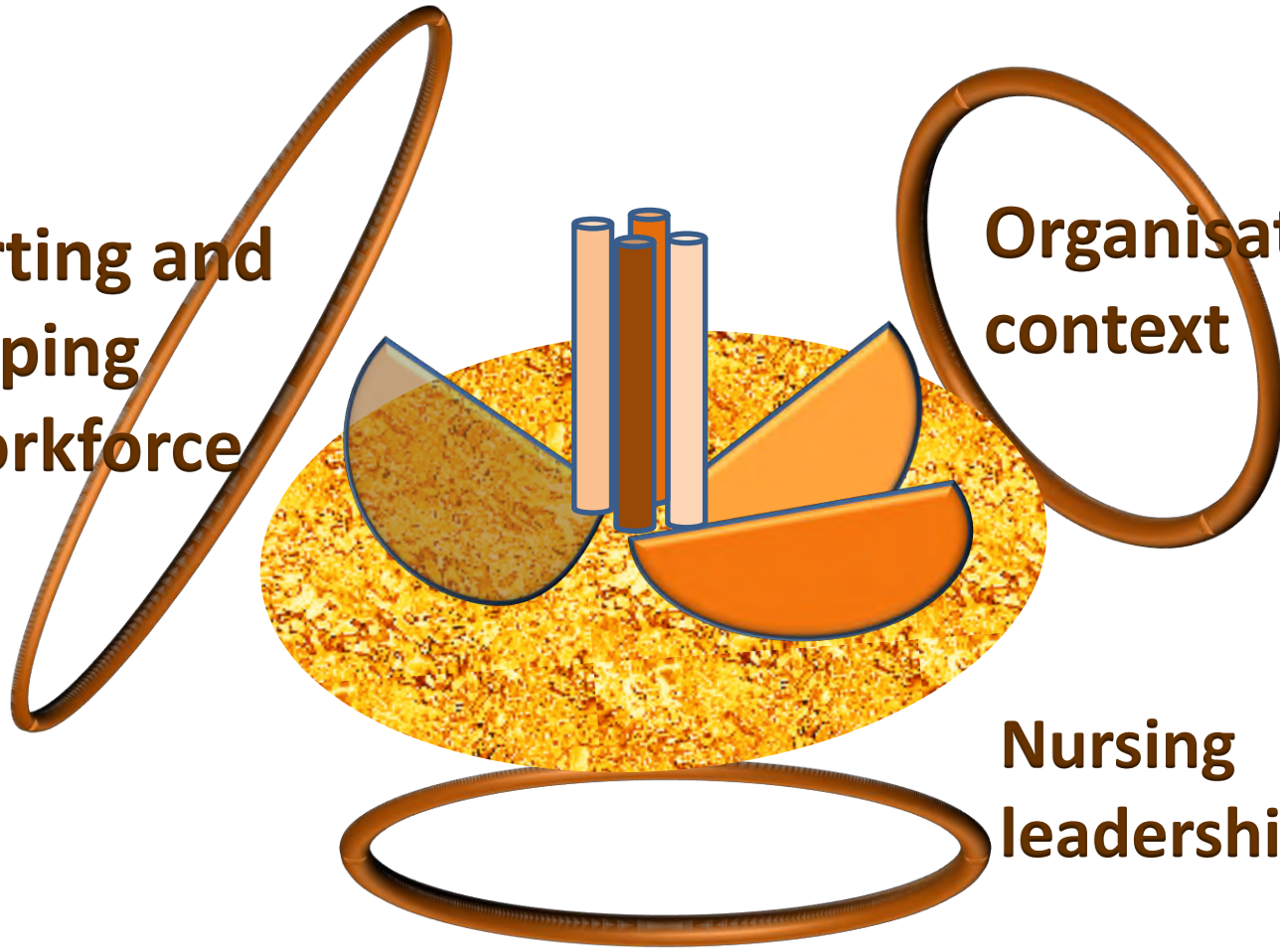**Become what you want to be**

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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
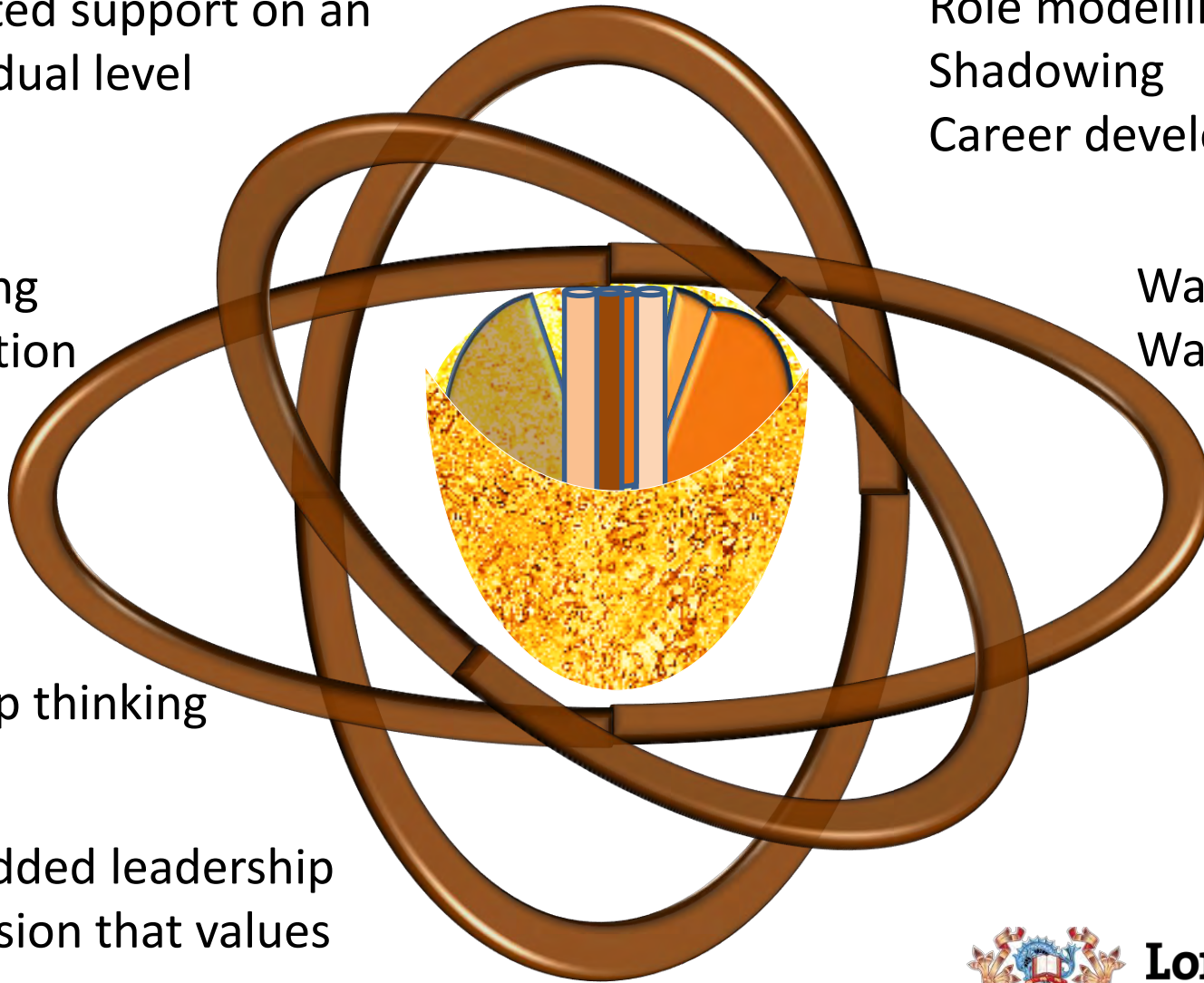   - Sense making

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A model for the future?

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

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Thank you for listening

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References

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