Take Your Nursing Practice to the Next Level

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Leadership Survival Skills

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Leadership Survival Skills

Barriers to Effective Leadership and Burnout in Healthcare Leadership

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Objectives

• Identify barriers to effective leadership
• Identify barriers to job satisfaction
• Recognize signs and symptoms of burnout
Leadership Survival Skills in Healthcare

❖ Balance expectations
  • Manage budgets, patient outcomes, accountability, staffing, and patient issues

❖ Motivate and lead your team

Do you feel like you are expected to do more, with less, and do it better?
Survival can be summed up in three words- Never Give Up!.. That’s the heart of it really. Just keep trying...  
Bear Grylls
Factors that Contribute to Nurse Manager Challenges

• Nurse managers downsized
• Stretched over multiple units
• Torn between multiple needs
  – Patients
  – Staff
  – Administration
• Balance clinical and business management

Barriers to effective leadership

- Financial challenges
- Healthcare reform implementation
- Governmental mandates
- Patient safety and quality
- Care for the uninsured/underinsured
- Patient satisfaction
- Physician-hospital relations
- Population health management
- Technology
- Personnel shortages

Freund, L., [http://www.ache.org](http://www.ache.org)
Barriers to effective leadership

• **Competing priorities**
  - Result Driven Accountable Healthcare Outcomes
    - Pay for Performance (P4P), Value Based Purchasing
  - Continual Regulatory Readiness & Compliance
    - CMS, TJC, Dept. of Health, Fire & Safety,...these are a few
  - Patient Satisfaction
    - HCAHPS, Press Ganey, etc
  - Staff Satisfaction
    - NDNQI, Facility based, etc.
  - Physician Satisfaction
  - Patient Outcomes
    - Core Measures, HACs, NPSG, NDNQI, etc
  - Budget Goals & Reports
Barriers to effective leadership

Nursing Shortage

• According to a 2013 survey by the National Council of State Boards of Nursing and the Forum of state Nursing Workforce Centers, 55% of the RN workforce is age 50 or older.

• In the Nov 26, 2008 *Journal of the American Medical Association*, Dr. Buerhaus stated the “Over the next 20 years, the average age of the RN will increase and the size of the workforce will plateau as large numbers of RNs retire at the same time the demand for RNs increase.

American Association of Colleges of Nursing (2014)
Barriers to effective leadership

Nursing Shortage

• “According to the US Registered Nurse Workforce Report Card and Shortage Forecast” Jan 2010.. A shortage of RNs is projected between 2009 and 2030 with the most intense shortage in southern and western states.

• According to the Bureau of Labor Statistics’ Employment Projections 2012-2022 released in Dec 2013, RN is listed among the top occupations for job growth. The Bureau also projects the need for 525,000 replacement nurses in the workforce bringing the total number of job openings to 1.05 million by 2022.
Challenges Facing Healthcare Leaders

- Regulatory Agency Readiness
  - Medicare
  - The Joint Commission
  - Department of Health

- Accreditation Readiness
  - Commission on Cancer
  - NCI Designated Centers
  - National Accreditation Program for Breast Centers
  - Magnet
  - Centers of Excellence (Lung, GI, Chest Pain, etc.)
Challenges Facing Healthcare Leaders

• Human Resources
  – Recruitment & Retention
• The educator
• The mentor
• The coach
• The motivator (cheerleader)
Leadership Survival

• The role of the healthcare leader is multifaceted and challenging.
• We wear many hats!
• We lead by example!
• We make a difference!
• We are the glue that makes it all come together!
Burnout in Healthcare Leadership
“Never overestimate the strength of the torchbearer's arm, for even the strongest arms grow weary.”

— A.J. Darkholme, *Rise of the Morningstar*
Seriously Disturbing Facts About Your Job

• The average person spends 90,000 hours at work over their lifetime.

• 25% of employees say work is their main source of stress and 40% say their job is "very or extremely stressful”

• Women make only 77.5 cents for every dollar that men earn

• Nearly half of America has gained weight at their current job; 28% have gained more than 10 lbs., 13% have gained more than 20 lbs.

• 64% of Americans canceled vacations last year. One-third did it for work-related reasons even though most felt they were more in need of a vacation than the year before

Shontell, A., Business Insider
U.S. Vacations Compared to Other Countries.

Study reviewed labor laws in 21 nations

- Typical U.S. worker gets 10 paid vacation days and 6 paid holidays

- Markedly less than European nations...
  - France has the most generous vacation policy, mandating a minimum of 30 paid days off per year. The U.K. comes in at No. 2, at 28 vacation days, followed by Denmark, Finland, Norway and Sweden (25 days)

- Only Japan is stingier with paid time off than the U.S. among advanced economies, with the average worker there getting no paid holidays along with 10 paid vacation days

Center for Economic and Policy Research
Priceless. Pledge to Take Your Vacation Days - YouTube
JOB SATISFACTION

The extent to which a person's hopes, desires, and expectations about the employment he is engaged in are fulfilled... Collins Online English Dictionary
2008 Survey of 622 CNO’s

- 90% Women
- 96% White
- 52 was median age (ages: 24 - 70)
- 91% held Master’s Degree or >
- 12% dissatisfied with their job
- 38% had left a previous CNO position

JOB EXPECTATIONS

- Type of work
  - Makes the best use of ones abilities

- Security
  - Provides steady employment

- Company
  - Has a good reputation...Can be proud to work for

- Advancement
  - Ability to progress in job or career advancement

- Co-workers
  - Competent and congenial co-workers

Dawis, R.V. (1992)
JOB EXPECTATIONS (Cont’d)

- **Pay**
  - Paid enough to meet one’s needs
  - Paid fairly in comparison to others
- **Supervision**
  - Supervisor is competent, considerate and fair
- **Hours**
  - Allows time with family &/or to pursue interests
- **Benefits**
  - Meets needs and compares well with other’s
- **Working Conditions**
  - Safe, non-stressful, and comfortable

Dawis, R.V. (1992)
Types of Job Satisfaction

• Intrinsic
  – Consider only the kind of work they do
    • the tasks that make up the job

• Extrinsic
  – When workers consider the conditions of work
    • Pay
    • Co-workers
    • Supervisor

Dawis, R.V. (1992)
What Triggers Satisfaction?

- Do you work at a *job*?
  - Are you looking for the compensation aspects
  - It is about the benefits

- Do you work at a *career*?
  - Are you looking for promotions & career development
  - Satisfaction is linked to your status, power, & position

- Do you work at a *passion*?
  - Is it about the work?
  - Satisfaction regardless of money, prestige, or control

Jackson Brown, H, (2011)
Barriers to Job Satisfaction

• Self-awareness
  – Know yourself...Understand your strengths & weaknesses (e.g. Myers Briggs, MAPP Assessment, Schein’s Career Anchors)

• Challenge
  – We all thrive on interesting challenges

• Variety
  – Boredom is a common culprit to job dissatisfaction

• Positive attitude
  – Plays a huge role in how you perceive your job & life
  – Will feel angry, depressed, or frustrated

Jackson Brown, H.(2011)
Barriers to Job Satisfaction (cont’d)

• Knowing your options
  – If you feel trapped you start to get anxious
  – Be aware of other opportunities
  – When you choose to stay on your job it has much more appeal

• Balanced lifestyle
  – When you focus on one aspect at the expense of something else you begin to resent it

• Find a sense of purpose
  – See the value of what you are doing
Difference between Stress and Burnout

**Stress:** involves *too much*: too many pressures that demand too much of you physically and psychologically. Stressed people still imagine, though, that if they can just get everything under control, they’ll feel better.

**Burnout:** is about *not enough*. Being burned out means feeling empty, devoid of motivation, and beyond caring. People experiencing burnout often don’t see any hope of positive change in their situations.

*If excessive stress is like drowning in responsibilities, burnout is like being all dried up.*

Job Burnout

“Job burnout is a special type of job stress – a state of physical, emotional, or mental exhaustion combined with doubts about your competence and the value of your work”

Mayo Clinic Staff
Causes of Job Burnout

- Lack of control
- Unclear job expectation
- Dysfunctional workplace dynamics
- Mismatch in values
- Poor job fit
- Extremes in activity
- Lack of social support
- Work-life imbalance

www.mayoclinic.org
Work-related Causes of Burnout

- Feeling like you have little control over your work
- Lack of recognition or rewards for good work
- Unclear or overly demanding job expectations
- Doing work that is monotonous or unchallenging
- Working in a chaotic or high-pressure environment

Signs a Leader is Heading for Burnout

- **Isolation**
  - Begins to avoid others...

- **Excuses**
  - Always has an answer why they are late, blames others for everything, & can’t see their shortcomings

- **Hidden Sins**
  - Burnout causes secrets (drinking, drugs, alcohol, etc.)

- **Apathy**
  - Really don’t care (don’t care that you don’t care anymore)

- **Indecisiveness**
  - Paralysis and refusal to make decisions. Any decision major!

- **Short-tempered**
  - Normally easy-going people become short tempered

- **Desperation**
  - Everyday is a PANIC day

Recognizing Job Burnout?

• Have you become cynical or critical at work?
• Do you drag yourself to work and have trouble getting started once you arrive?
• Have you become irritable or impatient with co-workers, customers, or clients?
• Do you lack energy to be productive?
• Do you lack satisfaction form your achievements?
• Are you using food, drugs, or alcohol to feel better?
• Have your sleep habits or appetite changed?
• Are you troubled by unexplained headaches, backaches, or other physical complaints?

www.mayoclinic.com
References


References (cont’d)


References (cont’d)


“We know that leadership is very much related to change. As the pace of change accelerates, there is naturally a greater need for effective leadership.”

*John Kotter quote*
Please Hold Question until the end of the presentation...

Thank You!

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Objectives

• Discuss Effective Leadership
• Distinguish Leadership Survival Skills
• Apply effective leadership and survival skills to nursing practice
• Formulate a process for leadership survival for yourself & team

The achievements of an organization are the results of the combined efforts of each individual- Vince Lombardi
Leadership Survival Skills - Effective Leaders

What advice do you have for oncology nurse leaders heading a unit, department, or program?
Get to know your staff, teams, and others who provide care. Talk with your patients and families to learn their perspective of the care they are receiving. It is important to put things in context and to know your audience.

-Tracy Gosselin, PhD, RN, AOCN®, is the associate chief nursing officer for ambulatory care and oncology care and assistant vice president of the Duke Cancer Institute at Duke University Health System in Durham, NC.
(Adjetey-Appiah, Angela 2014)
Leadership Survival Skills - Effective Leaders

• Understanding Authentic Leadership (Greater Good)
• Transformational
• Servant Leaders
• Reward and Recognition
• Leaders network with other leaders
• Leaders are visionary

-I not only use all the brains that I have, but all that I can borrow, Woodrow Wilson
Leadership Survival Skills - Effective Leaders

• Tactics to Manage and Lead Your Team
  a. Effective Communication
  1. How clear communication aligns staff and moves culture forward
  2. The importance of connecting the dots to “why”
  3. How transparency breeds accountability and facilities behavior change

• Power of the personal connection
• Looking for positives
• Capturing the wins and explaining the whys

{ Studer Group 2010}
Leadership Survival Skills - Effective Leaders

- Performance Management
  1. As a change agent
  2. Reward high performance
  3. Motivate staff to be engaged
  4. Embrace tactics to implement better patient care (i.e. HR, bedside shift report, discharge phone calls, leadership rounding for outcomes)

- Goals Management
  6. Understand financial impact; connection with great patient care, staff satisfaction, culture of safety

- Collaboration with Physicians

-Some people succeed because they are determined, Elmer Towns
Leadership Survival Skills - Effective Leaders

• Communication
• Stress Management
• Leaders take time for recreation and fun
• Leaders have a sense of humor
• Motivation & Morale
• Power, Politics, & Empowerment
• Conflict Management
• Appreciative Inquiry
- Leadership is calculated risk-taking, Ted Ward
Survival Skills

• How to manage change by understanding why people resist it.
  a. Operational
  b. Strategic
  c. Cultural

• Manage quality and the expectations for your organization and staff/care teams who contribute to making nursing care possible.

• As a nurse leader: Ultimate goal is to make sure that every patient has a great experience, family members feel good about the care, staff members are engaged and physician collaboration is palpable.

- A leader is the one who climbs the tallest tree, surveys the entire situation, and yells, ‘wrong jungle!’, Stephen Covey
What’s important?

• Organizational Metrics, Goals, Strategic plan, Patient care/experience
• Staff satisfaction & Engagement
• Patient feedback: i.e. Press Ganey
• HCAHPS-Hospital Consumer Assessment of Healthcare Providers and Systems
• Patient/Family Centered Care
• Collaborative approach to patient care
Survival Skills

- Strategic and Operational Planning
- Financial management
- Organizational goals, strategic plan, & patient experience
- Staff & Patient Satisfaction
- Organizational Culture, Change, and Innovation
- Selection and Development of personnel
- Staffing and Scheduling
- Mentoring staff

-Anyone can steer the ship, but it takes a real leader to chart the course, George Barna
Survival Skills

- Do you have a mentor, coach, or a buddy?
- Continue Education
- Use of Evidence Based Practice
- Interdisciplinary approach to concerns
- Staff Engagement/Participation
- Seasoned Staff nurses role
- Celebrate, Celebrate, Celebrate
- Continuous quality improvement, risk management, and program evaluation

-Alone we can do so little; together we can do so much, Helen Keller
Survival Skills

- Assistive Personnel as Partners in Care
- A Culture of Interdisciplinary collaboration and teamwork
- The power of influence
- Culture of patient-and family-centered care
- Creating a Healthy Work Environment: Leadership Accountability
- Culture of quality and patient safety
- Managing competing priorities
- Career advancement for frontline staff
- Culture of greatness

(Gullatte, M. Mary 2011)

Coming together is a beginning; keeping together is progress; working together is success- Henry Ford
Survival Skills

• Knowledge of the Health Care Environment
• Business skills
• Relationship building
• Political Savvy
• Networking
• Stakeholders
Resources

• Toolbox/Kit for Survival
• American Organization of Nurse Executives-AONE Nurse Leaders Community
• National Cancer Institute-NCI Cancer centers nurse executives
• Oncology Nursing Society-ONS Management and Program Development SIG
• American Cancer Executives-ACE

“One of the assets I look for in a team or a leader is a bias for action and a willingness to say ‘We can do it,’ coupled with a solid strategy. The way I interpret it, execution and commitment are absolutely essential to any strategy of initiative in an era too full of plans, processes, and procrastinations.”—Simone Cooper, Ritz-Carlton. President and COO.
Insight from a new nurse leader

What advice do you have for oncology nurse leaders heading a unit, department, or program?

Take a deep breath and realize change is incremental. Spend time learning people’s roles and who you can turn to with questions or for feedback. Don't be afraid to solicit feedback from staff members on how to improve the unit. Work to understand your team and what motivates them to be engaged. Nurture their talents by fostering a learning environment that promotes and encourages active participation in professional activities.

-Corey Russell, MSN, RN, OCN®, is the patient care director of medical oncology at the New York-Presbyterian Hospital’s Weill Cornell Medical Center in New York. Management & Program Development special interest group newsletter. Volume 26, Issue 1, March 2015
References


QUESTIONS

THANK YOU!!!

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