

Assessment 2 - Managing the Toxic Leader

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Managing the Toxic Leader

Leading organizations need capable executives. Team having the skills of leadership, empower others who they work with in order to enhance productivity and achieve goals. Such executives establish and implement long-term plans, and engage people who share their commitment to the success of the workplace. Top managers will collaborate to gather data, recognize challenges, define targets, and establish deadlines for desired results. Team members will collaborate to create and put strategies into action. The organization thrives when workers cooperate and strive toward shared objectives. A hospital's leadership establishes the culture of the workspace. Management collaborates effectively with the team, coordinates and openly communicates whether facing any failure or incase of achievements (Monroe, 2019).

Leadership must promote a supportive atmosphere for their healthcare workers in order to meet the benchmark and enhance the standards of nursing practice and care delivery. The aim is to enhance working circumstances and let nursing staff lead a productive and collaborative work culture. Stress is a major issue for nursing professionals. Nurses frequently work unscheduled long shifts, with insufficient support, and without taking a rest. Without assistance from the administration, nursing staff may find it difficult to overcome the obstacles they encounter. Nurses encourage healthier lifestyle and wellbeing, yet they frequently put their own wellbeing at the last of their priorities while working. Researchers have found that the healthcare facilities that support healthier lifestyle, productive work environment and collaborative workspace are successful in enhancing employee satisfaction, employee engagement and patient care (Miles & Scott, 2019).

Case Study – Head Nurse Performance Evaluation

The psychiatry unit first adopts a primary healthcare nursing model. To guarantee the greatest patient experience and care quality, medical staff is required to collaborate and develop an interdisciplinary professional team. The healthcare facility, the healthcare

workers, and the patients will all benefit from the head nurse encouraging and supporting collaboration and coordination between administration supervisors and executives.

Unfortunately, the nurse manager's leadership style in the case study falls against the rules of the facility's established guidelines.

Jackie is a Nurse Manager, she heads the patient care conferences, but she only occasionally attends these sessions, which are held thrice each week to address complicated cases and ask for strengthening cooperation in order to deliver effective patient-centered service. In addition to skipping this session, she behaves unprofessionally by failing to inform her team regarding the scheduling of weekly sessions. The quality of nursing practices is hampered by this conduct, and the team is not recognized. This behavior is also hindering the productivity and work satisfaction of the team. She arrives late for work, which has an impact on the quality of care because staff needs to wait for their turn to consult her, and care delivery delays for the patients. To focus on and enhance the quality of care, Jackie also does not respond to emails from nursing professionals. She arrives at her workplace in unprofessional attire, including a revealing dress, big hoops, and high heels. In violation of the office's principles and professional conduct, the nurse manager also had an improper interaction with a particular staff member named 'Martin' as well.

The American Nurses Association (ANA) has specified a wide range of regulations and standards as criteria for professional competence for nursing staff. It entails evaluation, diagnosing, identifying objectives, strategy, putting those objectives and goals into practice, and care coordination are some of the few important standards. The two requirements outlined in the code of ethics that apply to Jackie's conduct seem to be: occupational responsibilities, relationships with co-workers, as well as the responsibility of patients. In accordance with the ANA's understanding of the code of conduct, the nursing staff needs to have respective boundaries and professional interaction with colleagues, seniors, and with patients. The healthcare professional must establish supportive and caring connections

including all co-workers and people in general, with a dedication to treating people fairly and with respect. It includes making compromises that uphold their dignity, and to addressing and solving disputes. The nurse manager's conduct in this scenario portrays a lack of leadership, professional conduct, devotion to her medical team, and compassion for the staff (Monroe, 2019).

Professional boundaries defined by ANA are limits that set acceptable, ethical and social restrictions that the practitioner acknowledges and respects. Setting appropriate limits for professional dialogue and interactions is more difficult due to the interpersonal element of caregiving. Healthcare professional always must see that limits are established and followed (Aghamohammadi et al., 2021). When these values are violated, the healthcare practitioner must request support from superiors or take the steps required to avoid such circumstances (Olson, 2021). This principle can be practiced for interprofessional and interdisciplinary partnerships that are interpersonal and go beyond the scope of nursing practice, as well as the nurse and patient connection (Warshawsky & Cramer, 2019). To keep Jackie's job as nurse manager, the aforementioned conduct and ethical guidelines breaches should be addressed, and resolved and a performance improvement plan (PIP) must be established. This strategy will outline initiatives and a timeline that will let the nurse manager demonstrate her professionalism and commitment.

Organizational Mission, Vision, and Goals

Jackie's attitude toward her job at the healthcare facility is in conflict with its purpose, goals, and objectives. As mentioned earlier, the primary goal is to deliver exceptional patient care in a compassionate setting and to significantly enhance the well-being of people in the communities where healthcare professionals serve. We as healthcare providers work together to provide the healthcare continuum that enhances the health and well-being of society. On the contrary, Jackie's irresponsible actions and inability to cooperate with the team are not

favorable for the patients. As a result, this strategy conflicts with the institution's mission (Huang et al., 2021).

Strong healthcare standards are even further outlined in the healthcare facility's vision as demonstrated by better healthcare performance, improved care delivery, patient experience, and employee satisfaction. Jackie, who is a nurse manager did not adhere to the core objectives and values. Such actions and irresponsible behavior do not guarantee optimal patient care or experience and do not reflect well on the quality of healthcare services and treatment she provides. The final objective of the organization is to prioritize patients and their values. Jackie's leadership role as a nurse manager of a psychiatric facility, has fallen short of upholding the objectives of the team and healthcare facility she represented. According to the case study, she is more inclined to attend to her matters rather than the discussion session with the healthcare staff. She consequently did not progress toward the organizational objective of developing a pleasant, cooperative, and productive workplace in collaboration with all professionals who are devoted to providing care for patients.

Jackie consistently transgresses the high quality of care set out by the healthcare institution she represents and provides her services to. As a result, her actions have an impact on the institution's capacity to achieve its purpose, goals, and objectives.

Action Plan to Improve Leader Performance

Effective nursing leadership enables nursing staff to create transformation by motivating colleagues and co-workers to strive towards achieving their and the organization's goals. To hold a leadership role in nursing, one must possess leadership skills with particular characteristics and abilities. Every nurse is a nurse manager leader in some way, regardless of their specific position. Attempting to persuade patients to follow the right course of action during their therapy to restore or keep their well-being a priority, serving as a role model to non-experienced nurses, or operating as a nurse manager are all examples of what this can potentially involve. If moving into management is a nurse's professional objective,

developing the nurse's leadership abilities will help in becoming a competent nurse, manager and leader, and advancing career, as well as achieving personal and organizational goals. There are various ways to strengthen nursing leadership skills and to become a competent leader in an organization.

- The assistant head nurse will take the role of acting nurse manager in the psychiatric unit while the performance improvement plan (PIP) is in force. The acting nurse manager will head the conferences and will receive all complaints from the team members.
- Jackie will need to come to work at the designated time specified in her employment agreement. The time on the window clock ranges from 07:55 to 08:15. One unpaid absence will be considered in case of three late arrivals. This will then have additional organizational repercussions.
- Throughout 24 hours, all staff communications will be completed immediately. Jackie will need to respond to all correspondence and emails from the employees. She will notify the team knows any events or conferences that will be postponed or canceled in advance so that the team can effectively prepare and confirm any alterations in the schedule.
- Jackie will adhere to the guidelines mentioned in the employee manual regarding clothing and the appropriate dress code. She will dress professionally and arrive at work in formal wear.
- After work time or at a timeframe that will not interfere with her working schedule or performance, she can arrange her appointments and meetings.
- She shall adhere to the workplace morals outlined in the employee manual and refrain from engaging in any unethical or improper interactions with other employees.

The next month will keep in view the implementation of this action plan. Jackie will work throughout this time inconsistent with the mission, objective, and goals of the healthcare

facility to guarantee the best possible quality care, enhancing results and improving patient satisfaction. Evidence-based collaboration approach will be implemented during this time to enhance collaboration and cooperation abilities as well as generate highly successful health workers that maximize the utilization of knowledge, staff, and facilities to deliver the optimum overall results for patients (Miles & Scott, 2019). It will act as a driving force behind her work. The performance of the psychiatric units and clinical outcomes will receive support from this Enhance Performance and Patient Safety strategy (TeamSTEPPS), which is specially created for healthcare facilities to boost management and interactive collaboration among healthcare workers. At the end of this period of PIP, the human resource (HR) representative will arrange a meeting of Jackie with supervising manager to overview and evaluate her performance (Oberle, 2022). The outcome and level of Jackie's progress will determine whether or not she may resume her work as a nurse manager. Her team will look to her for leadership by observing how she conducts herself. After this notice period, the performance of the acting nurse manager will also be assessed to determine whether he or she would be a better fit for any other leadership or managerial position.

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