Assessment 3 – Intervention Strategy

Student Name

Capella University

Leadership for Nursing Practice

Dr. Amy Morris

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Intervention Strategy

Leadership is a key aspect of overseeing group activities toward achieving common goals. To promote leadership in the challenging healthcare environment, various leadership philosophies might be tailored. It's crucial to design procedures that motivate workers to cooperate on shared objectives. However, effective leadership style and change management are essential for the success and sustainability of healthcare organizations. There are many ways to define and conceptualize leadership, but at its core, it involves the actions of a person or group of people who are responsible for overseeing the activities of others toward a common goal. Guarantee that patients get high-quality care, this may entail supervising the efforts of doctors, nursing staff, and other medical workers. One of the most important aspects of effective healthcare leadership is creating processes and structures that encourage employees to work together towards a common goal. This might involve developing clear communication channels, setting shared objectives, and creating a culture of teamwork and collaboration (Bass, 2019).

Analyzing Case Study

The case study "Sleeping on the Job: A Managerial Challenge" focuses on a nurse named Marty, who has been facing personal challenges while working in an office environment for the last three years. Her parents have moved in with her, and as a result, she has been experiencing a lack of time for herself after work. Marty's colleagues have been dissatisfied with her work performance and have reported lateness, early departures, falling asleep on the job, and blaming her health issues for her behavior. Additionally, she has missed work due to personal matters such as family deaths and injuries. However, her manager has not provided any assistance or tried to find a solution.

In order to aid Marty, her manager must assess what measures can be taken to support her and the rest of the staff. One approach could be to implement transformational leadership

by engaging in an open and sincere conversation with Marty. During this discussion, the manager and Marty can discuss the barriers that are hindering her success and work together to create an improvement plan. The manager can encourage Marty to share her ideas and thoughts on how to overcome these challenges. Additionally, he can inquire about her career goals and aspirations, and explore ways to help her achieve them. However, it is important to note that transformational leadership requires consistent communication and collaboration between all parties involved (Alrowwad et al., 2020).

Leadership Strategy

In order to improve leadership in the highly complex surroundings of the healthcare sector, a variety of leadership models can be applied. For instance, some managers may decide to use a transformational leadership model, that places a strong emphasis on encouraging and empowering staff members to work towards a common goal (Collins et al., 2020), some may prefer a more transactional leadership style, which focuses on setting clear goals and providing incentives for meeting them (Kelly & Hearld, 2020).

In healthcare settings, transformational leadership can be especially effective as it emphasizes the importance of teamwork, collaboration, and communication. It empowers individuals to take ownership of their work and encourages a sense of shared responsibility toward achieving common goals. By fostering a positive and inclusive work environment, transformational leaders can create a culture of trust and respect that promotes employee engagement and job satisfaction. This type of leadership is particularly important in healthcare, where staff members are often working in high-stress and emotionally charged situations (Espinoza et al., 2018).

Applying Leadership Strategy

In the case of Marty, two issues need to be addressed: her poor work performance and the negative impact it has had on the entire nursing team. The most effective leadership

approach to address these issues is transformational leadership. This leading approach is centered on encouraging and supporting workers to realize their highest potential (Akdere & Egan, 2020).

Given the information provided, it seems that Marty's personal circumstances are impacting her professional performance. Therefore, a transformational leader could use motivation and inspiration to help improve her work performance. Once a plan is in place to address Marty's performance, the department leader can shift focus to rebuilding trust among team members. A transformational leader would encourage employees to take ownership of their tasks and make decisions to be successful. The management and workforce would decide on clear goals and principles for the department collectively. An environment of open communication would be created to enable the nurses to connect and collaborate effectively to meet departmental goals and patient needs.

In addition to the benefits of transformational leadership in addressing Marty's personal and team issues, it's worth noting that this style of leadership has been shown to have positive impacts on healthcare organizations more broadly. By emphasizing teamwork, communication, and a shared sense of purpose, transformational leaders can foster a culture of continuous improvement and excellence in patient care. This can lead to improved patient outcomes, increased job satisfaction among employees, and better financial performance for the organization. In short, by focusing on the development and empowerment of employees, transformational leaders can create a virtuous cycle of success that benefits everyone involved (Collins et al., 2020).

Organizational Change Model and its Influence

Whether it's for a single person or a whole company, the ADKAR model can be a helpful model for implementing change in a variety of circumstances. The ADKAR model's

five stages—awareness, desire, knowledge, ability, and reinforcement—offer a transition plan for directing people through the process of transformation.

The first step in Marty's situation would be to engage with her one-on-one to go over her previous activities and the manner in which they have been impacting the organization. This meeting will also serve to create awareness of the need for change and to discuss how implementing changes can benefit not just Marty but also the department, organization, and the patients being served.

The second step involves creating a desire to change, which can be facilitated by speaking with Marty about the mission, vision, values, and policies of the organization. This helps to inspire a desire to change and align with the organization's goals.

The third step involves re-educating Marty about the components and expectations of her role, which can be done through an open discussion about any knowledge gaps she may have or resources that could better help her in her role. Also, any information that she could require in light of departmental improvements and her function must be covered.

The fourth phase entails assisting Marty in converting her understanding and information into ability while acknowledging that she might not initially be able to fully perform her function during the shifting process. It's crucial to keep meeting with Marty throughout this implementation phase in order to assess her improvement plan and make any necessary modifications.

The fifth and final phase entails reinforcement, which is essential to prevent Marty from reverting to old behaviors of subpar work productivity and performance. Positive reinforcement, such as positive feedback, recognition and rewards, and performance measures, can be successfully utilized in the workplace to help keep people productive and on track with their goals (Wong et al., 2019; Cronshaw et al., 2021).

The implication of Care Policy and Legislation

Nurses are well-positioned to influence the development of public health policy due to their direct interactions with patients and their knowledge of their communities. According to the American Nurses Association (ANA), nurses can have a significant impact on healthcare policy at various levels. The ANA has a dedicated focus on health and safety policy, with the "Healthy Nurse. Healthy Nation", and the organization places a strong emphasis on health and safety regulations. This program encourages action in five areas: fitness, sleep, lifestyle quality, safety, and nutrition with the goal of enhancing the health and well-being of the 4 million nurses across the country. Through this campaign, nurses and managers are provided with a web platform to access resources, gather data, and connect with employers and organizations to improve their health and well-being (Nolan et al., 2020).

This movement could positively impact Marty, who has been experiencing poor work performance due to personal circumstances affecting her mental and physical health. Her colleagues have expressed concern about her sleep and medical conditions, such as apnoea and CPAP usage. The "Healthy Nurse. Healthy Nation" campaign could provide resources for Marty to establish support at home to help alleviate the burden of caring for her aging parents, allowing her to prioritize her own physical and mental well-being. By addressing these underlying concerns, Marty's job performance could improve, enabling her to better care for her patients. The ANA's advocacy for nurses' health and safety is essential to ensuring that nurses are empowered to practice to their full potential and improve healthcare for all.

Conclusion

Effective leadership is essential for the entire organization as well as for specific divisions. A leader who understands the organizational structure realizes that employee job satisfaction and motivation are key factors in achieving success. Transformational leaders motivate their employees to work towards the greater good of the organization and to

constantly improve. Effective leaders are also adept at managing change, guiding employees through challenging situations and fostering growth within the department. In the healthcare industry, strong leadership is essential for improving patient outcomes.

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