Enhancing Leadership in Health Care and Nursing Education

Dr Robert Priharjo

robert.priharjo@aru.ac.uk

FHEMS Anglia Ruskin University (ARU)

Cambridge, Chelmsford, London, Peterborough

Dr Ariani Putri Pertiwi

Faculty of Medicine, Public Health, and Nursing (FK-KMK) UGM

Our agenda today

- To agree our objectives
- To review leadership theories (briefly)
- To discuss leadership within the health care sectors (UK perspectives)
- To discuss leadership during the pandemic and within higher education
- To reflect in personal leadership journey and development within personal career.

How confidence are you as a Leader?

Healthcare in The World

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A well-functioning healthcare system requires:

- A steady financing mechanism, a properly-trained and adequately-paid workforce, well-maintained facilities, and access to reliable information to base decisions on
- Countries with efficient and effective health care systems have overall better health outcomes.

EXHIBIT 1

Health Care System Performance Rankings

	AUS	CAN	FRA	GER	NETH	NZ	NOR	SWE	SWIZ	UK	US
OVERALL RANKING	3	10	8	5	2	6	1	7	9	4	11
Access to Care	8	9	7	3	1	5	2	6	10	4	11
Care Process	6	4	10	9	3	1	8	11	7	5	2
Administrative Efficiency	2	7	6	9	8	3	1	5	10	4	11
Equity	1	10	7	2	5	9	8	6	3	4	11
Health Care Outcomes	1	10	6	7	4	8	2	5	3	9	11

Data: Commonwealth Fund analysis.

The
Commonwealth
Fund

Health care quality in Southeast Asia: Singapore Thailand, Brunei, Hong Kong, Vietnam and Indonesia
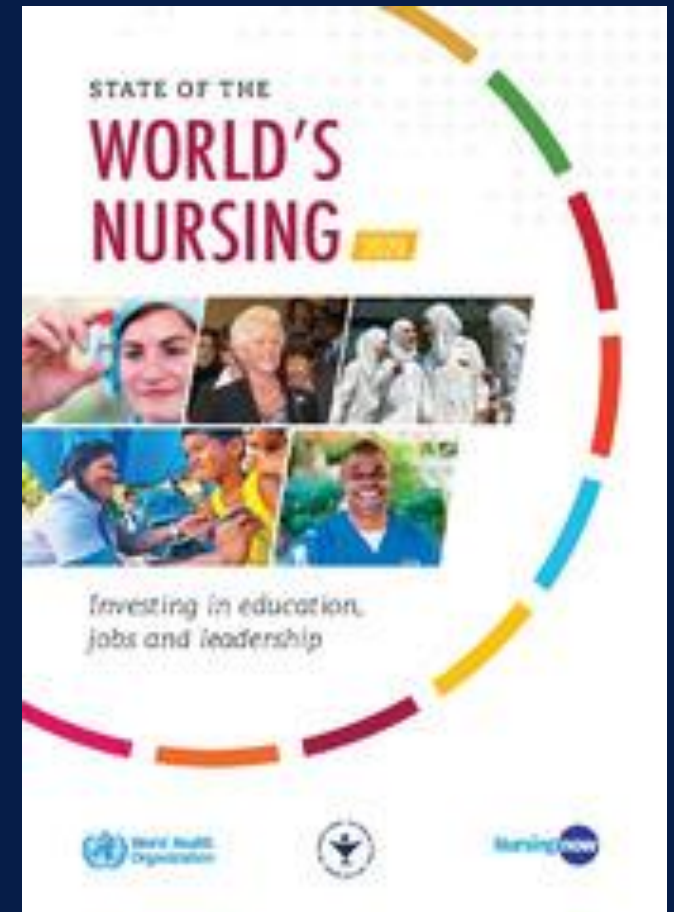
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Indonesia is ranked in 92nd place by WHO

 1 doctor per 5000 population

Indonesia spends just 2.9% of its GDP on health care — one of the lowest rates in the world.

The government has pledged investment and there is a fledgling universal health scheme (PPJS)

What about other health indicators?

Other resources on health care rankings

- Tandon, Christopher JL Murray Jeremy A Lauer David B Evans Measuring Overall health system performance for 191 countries GPE Discussion Paper Series: No. 30 EIP/GPE/EQC World Health Organization

- Organisation for Economic Co-operation and Development/ OECD

- Bloomberg Health-Efficiency Index (including the most efficient health care systems in COVID-19 era).

Leadership

UK NATIONAL HEALTH SYSTEM

- It was established in 1948
- Free for anyone who is a UK resident
- The NHS employs more than 1.7 milion people; 39,780 general practitioners (GPs), 370,327 nurses, 18,687 ambulance staff, and 105,711 hospital and community health service (HCHS) medical and dental staff.

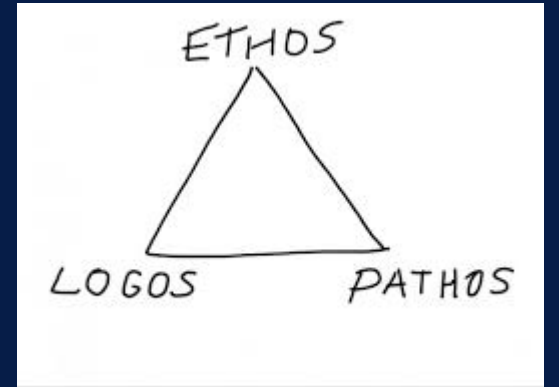The health & care system from April 2013
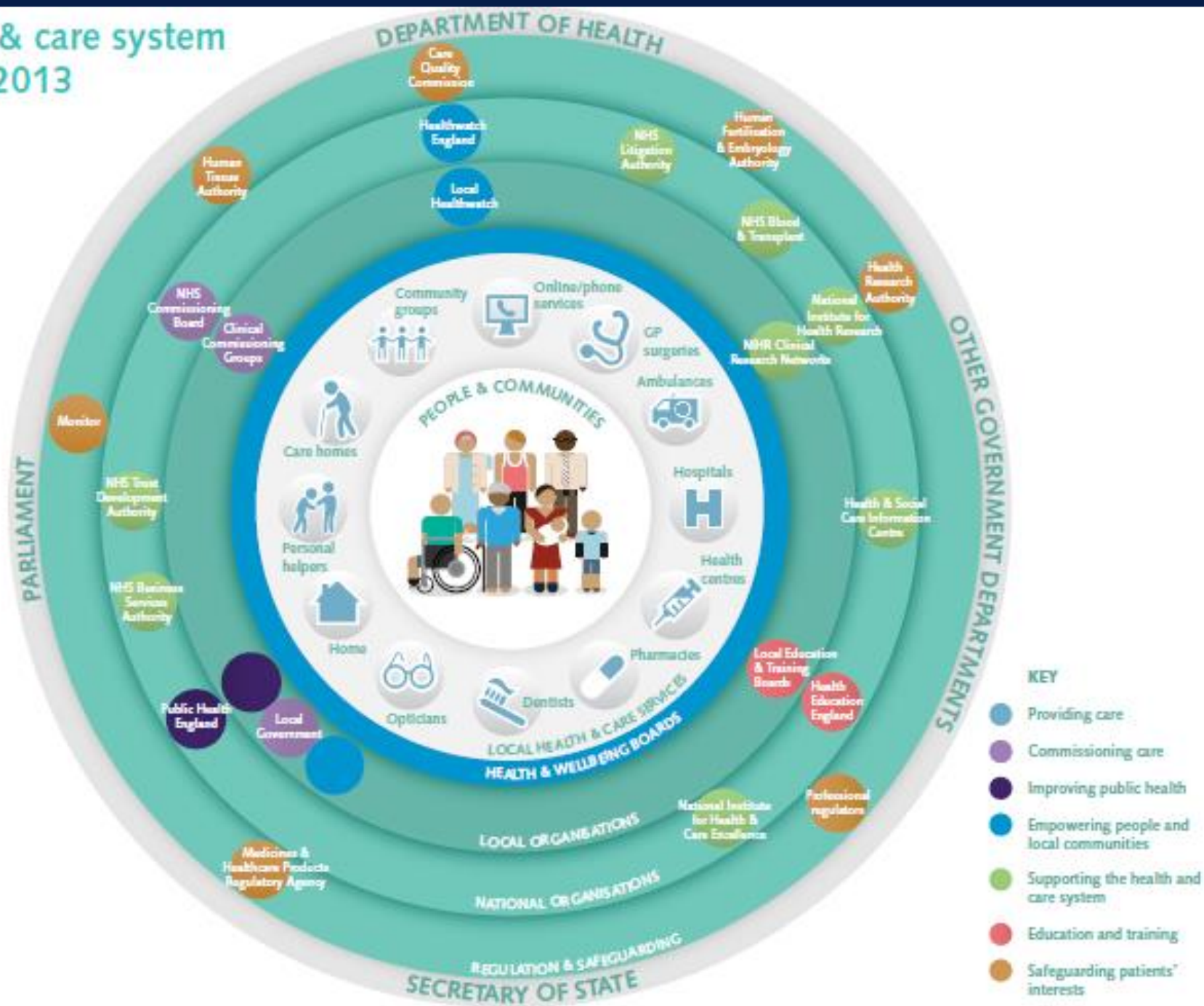
How does the National Health System in England work

Leadership: General context

- From Aristotle to today

- Has evolved over the last century

- Concepts of leadership vary
  - Leader focused, for example trait, behavioural or skill theories
  - Process focused: transactional, transformative or authentic leadership theories

Leaders influence the behaviour of another individual or group

Effective leaders engage with others to pursue and attain a shared goal (Whitehead, Weiss and Tappen, 2020)

What is leadership?

"Leadership is a process whereby an individual influences a group of individuals to achieve a common goal"
(Northouse 2019, p. 5)

Leadership at **all** levels in the National Health System/ the NHS will influence organisational performance (West, 2015)

(Royal College of Nursing, 2020)

Views on Leadership

Organisational Psychology

- Leadership appears to be a critical determinant of organisational success.

- Traditionally leadership has been associated with hierarchies and role positions

- Now recognised leadership is observed at all levels.
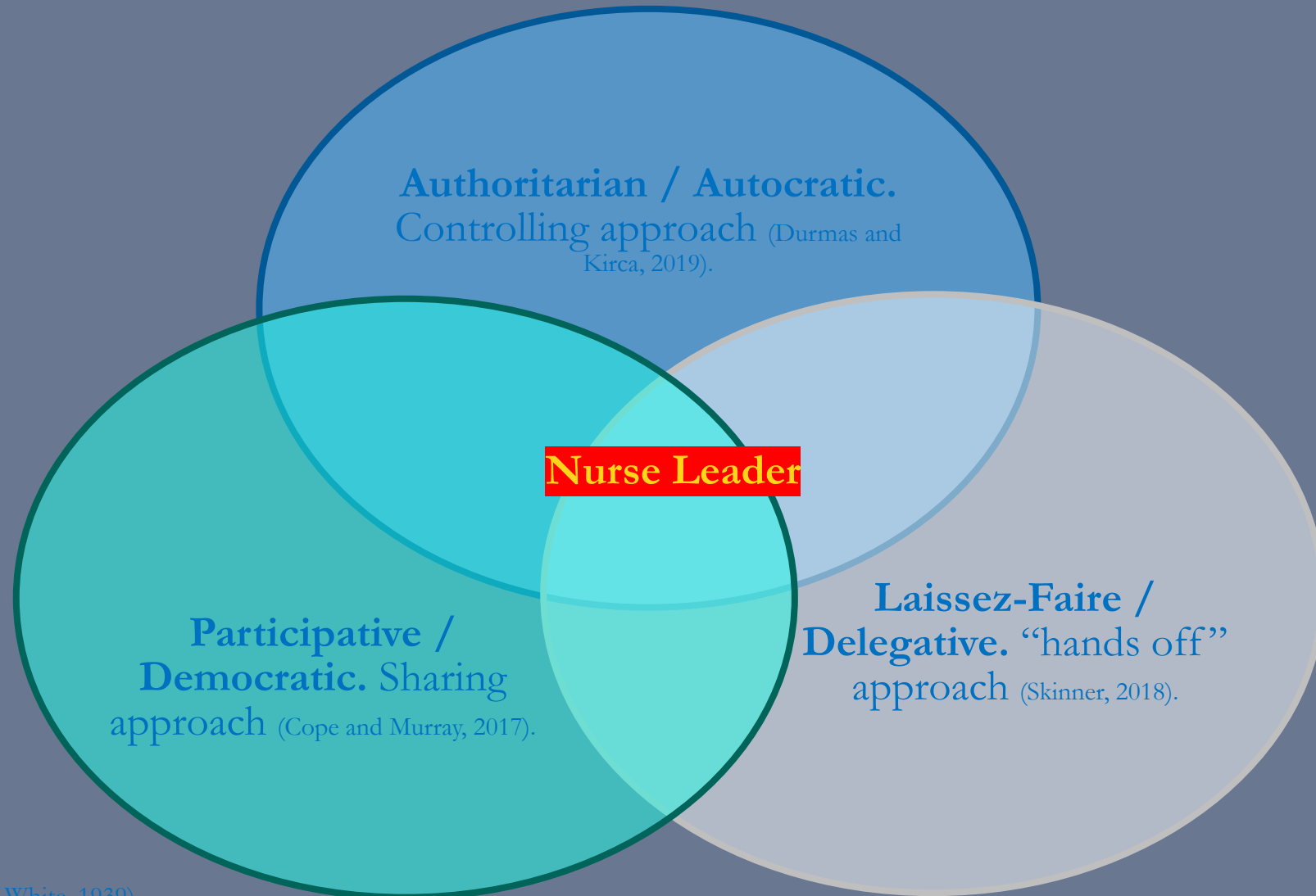
(Buchanan and Huczynski 2017)

Sociology

- Leadership is a socio-cultural element of social change.

- Suggests favourable situations are required for individuals to become effective leaders

(Giddens and Sutton, 2017)

Leadership behaviour/ styles

Authoritarian / Autocratic. Controlling approach (Durmas and Kirca, 2019).

Nurse Leader

Participative / Democratic. Sharing approach (Cope and Murray, 2017).

Laissez-Faire / Delegative. "hands off" approach (Skinner, 2018).

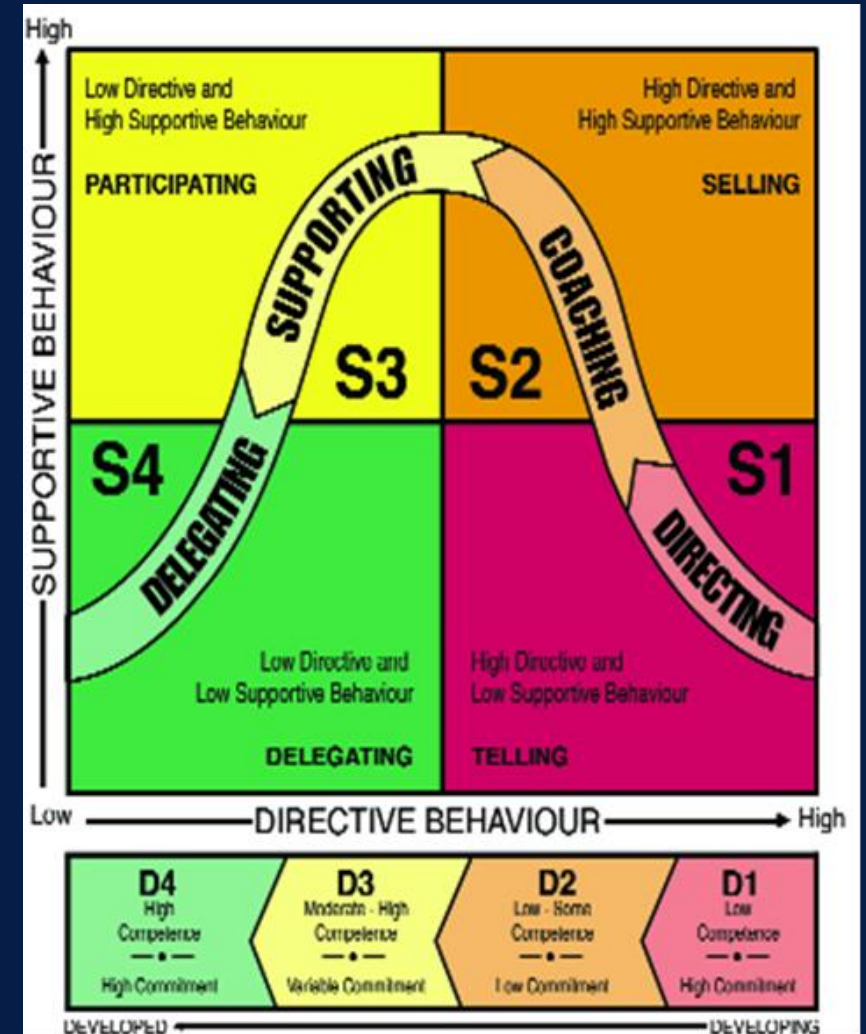*Adapted from* (Lewin, Lippitt and White, 1939).

Situational leadership

- Followed from the behavioral approaches.
- Best approach to leadership depends on the **situation**.

(Blanchard, Zigarmi and Zigarmi, 2013)

Relationship

Task

Level of authority

Level of maturity
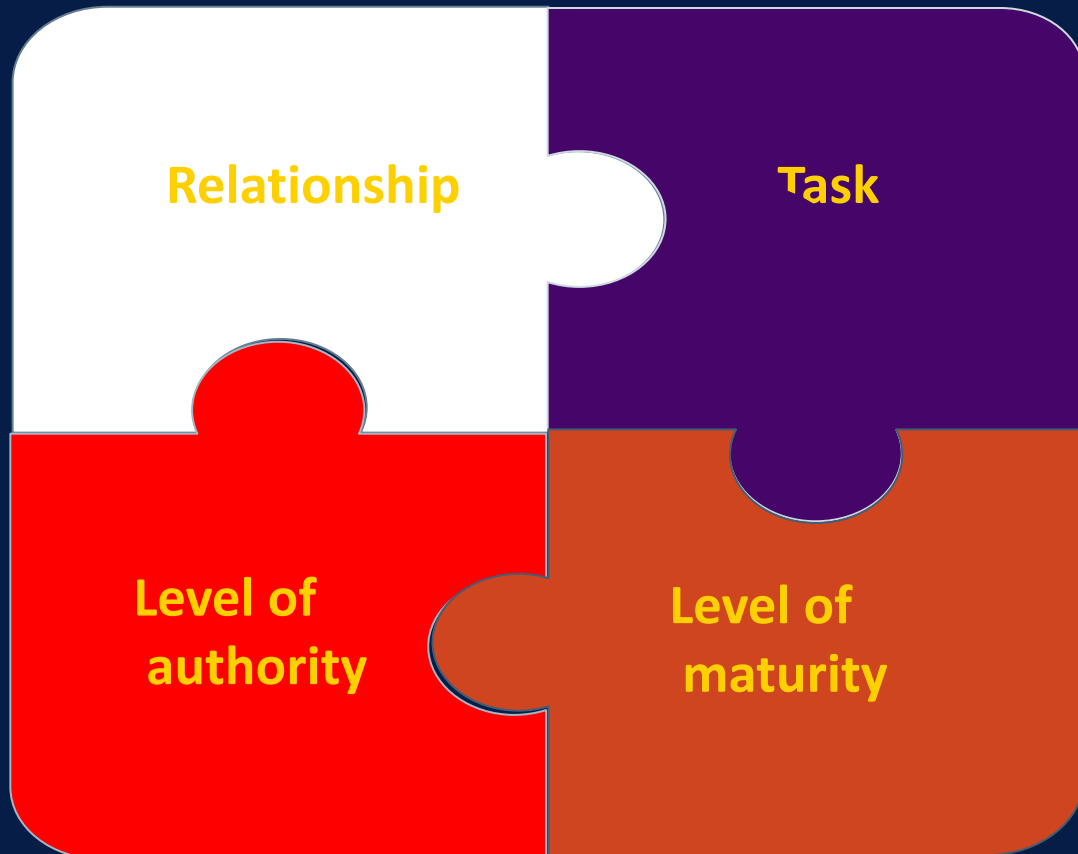
(Adapted from Hershey and Blanchard, 1969)

Clinical leadership – a framework for action: A guide for senior leaders on developing professional diversity at board level

What we mean by 'clinical'?
- allied health professionals (AHPs)
- doctors
- healthcare scientists (HCS) 2
- midwives
- nurses
- pharmacists
- psychologists
- social workers.

Leadership and Clinical Governance

Clinical governance is a term that is regularly used in policies and literature relating to quality of care.

Scally and Donaldson (1998) define clinical governance as "a system through which NHS organisations are accountable for continuously improving the quality of their services and safeguarding high standards of care by creating an environment in which excellence in clinical care will flourish" (p61).

Reviews of National Health Care Quality

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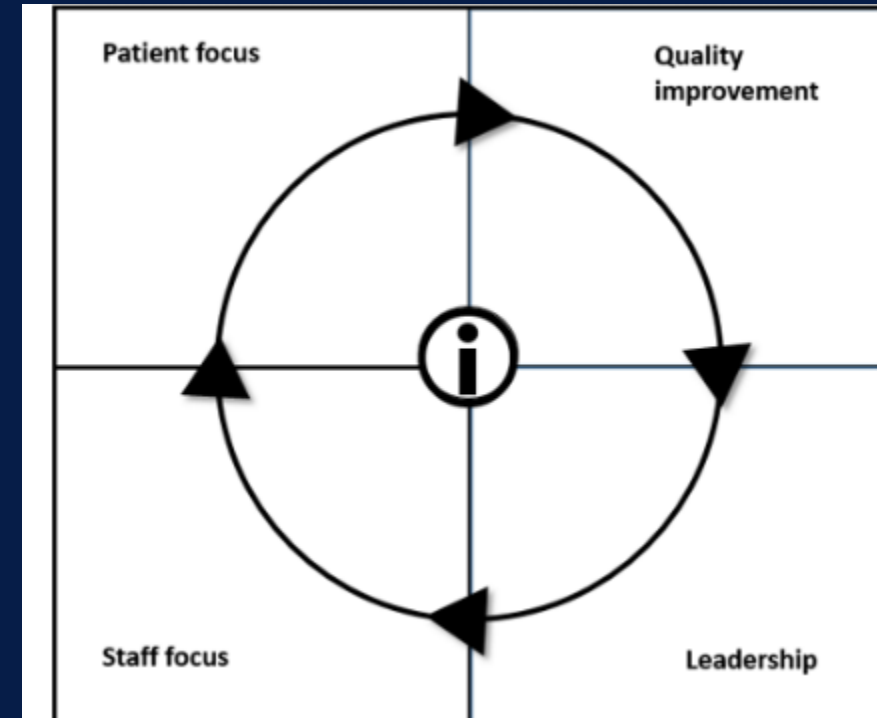
OECD/Organisation for Economic Co-operation and Development Health Care Quality Reviews provide a toolkit to improve the quality of health care

a series of in-depth reviews of the policies and institutions that underpin the measurement and improvement of health care quality in 15 different health systems. Caring for Quality in Health: Lessons learnt from 15 reviews of health care quality seeks to answer the question of what caring for quality means for a modern health care system by identifying what policies and approaches work best in improving quality of care.

Question: As a leader what is your role/ contribution to quality care and leadership within your organisation?

NHS Leadership Model

NHS Leadership model

It was published in 2013 by the NHS Leadership Academy

How to become better leaders

Nine dimensions of leadership behaviour

A four part scale: Essential, proficient, strong, exemplary.

Inspiring shared purpose	Connecting our service	Holding to account
Leading with care	Sharing the vision	Developing capabilty
Evaluating information	Engaging the team	Influencing for results

Leadership
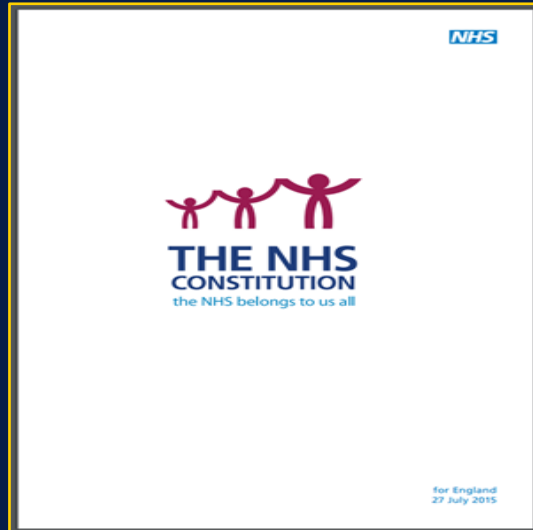
(Department of Health (DH), 2012).

(2013).
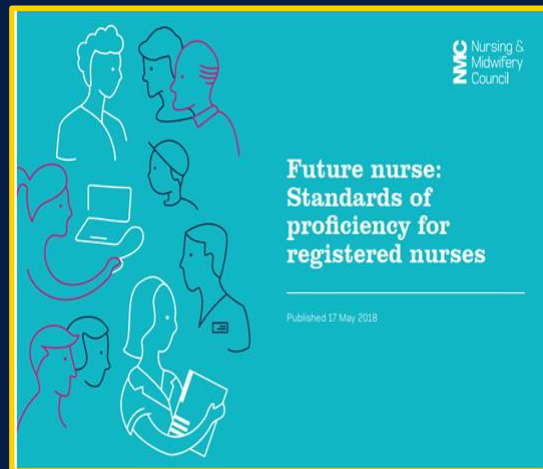
(Department of Health (DH), 2015).

(West, et al., 2015).
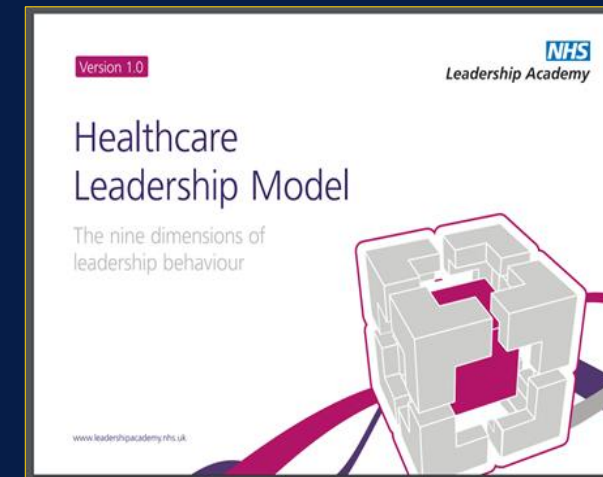
(NHS, 2014).

Nursing Leadership

Nurse leadership differs from general leadership
➢Influencing and improving the practice environment
➢Leader to patients and clients

(Curtis, de Vries and Sheerin, 2011)

Nurse leadership is critical to producing safe, high quality care.

(Scully, 2014)

Sir Robert Francis: the Mid Staffordshire Inquiry report (Francis 2013)

The breakdown of fundamental clinical governance practices:

- No systems in place for systemic appraisals of clinical quality or of staff

- Information gathering was "inept" and coding "dreadful"

- Staff were not "gripped" by the importance of clinical governance

- No culture of self analysis

- Little analysis of complaints or incidents

- The risk register was not kept up to date.

Setting the scene in the National Health System/ NHS England

- Eight years of austerity
- Lower funding and increased demand for both NHS and social care services (Maguire, Dunn and McKenna 2016)
- Changes in care delivery – e.g. reduced length of stay, clinical and technological developments.
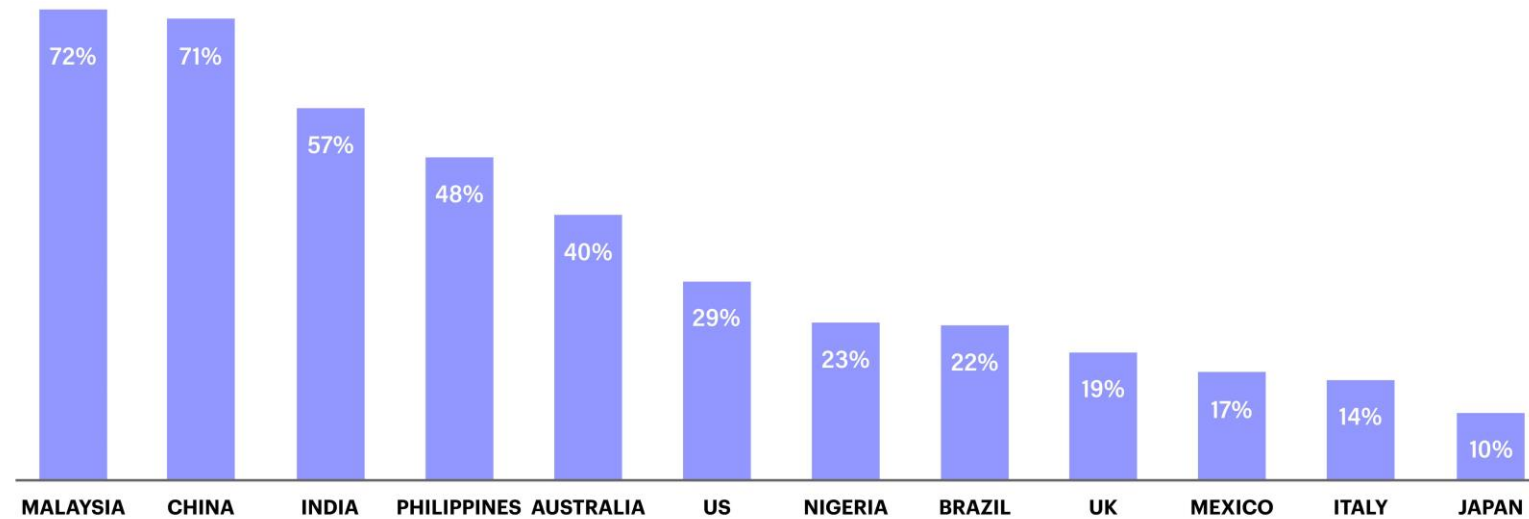
(Nuffield Trust et al., 2017)

- NHS and Social Care workforce challenges
- Changes in education health care professionals

(HEE, 2017)

- Brexit effect (McKenna, 2017)
- Covid-19 pandemic.

Leadership and Covid-19 pandemic

There is a leadership crisis around the world
September 2020

How much do you support how your country is handling
the COVID-19 (coronavirus) pandemic? (%strongly support)

MALAYSIA	CHINA	INDIA	PHILIPPINES	AUSTRALIA	US	NIGERIA	BRAZIL	UK	MEXICO	ITALY	JAPAN
72%	71%	57%	48%	40%	29%	23%	22%	19%	17%	14%	10%

Source: Milken Institute and Harris Poll

Leadership during the pandemic

SPECIAL REPORT

WILEY

Resilient and inclusive healthcare leadership: Black Swans, COVID-19, and beyond

Peter Kalina (iD)

Department of Radiology, Mayo Clinic, Rochester, Minnesota

Correspondence

Peter Kalina, Department of Radiology, Mayo Clinic, 200 First Street, Rochester, MN 55902, USA.

Metaphors for today's leadership: VUCA world, millennial and "Cloud Leaders"

Any leader is currently facing in front of three specific situations: volatile, uncertain, complex and ambiguous world (VUCA)

A generation that is changing the way to form relationships, work and knowledge transfer; and the possibility for a "Cloud Leadership" to overcome today's reality of constant change, redirection, new frontiers and formatting.

Leadership is going to be a matter of discovering the positive energy in each person, to stimulate the best in every individual and develop the potential of everybody because this "energy" is a small assurance of the future.

As a leader we can call "a leader for the coming future: a Cloud Leader."

 (Rodriguez and Rodriguez, 2015).

Clinical leadership – a framework for action: A guide for senior leaders on developing professional diversity at board level

A new framework for action on clinical leadership

- Widening perspectives
- Talent management
- Organisational culture
- Practical levers
- Building confidence

(National Health System Improvement, 2019)

Leadership competencies: Preparing and Helping Leaders to Lead

The Edward Jenner programme:

https://youtu.be/sGO2OG2mesc

Mary Seacole:

https://youtu.be/-nFNGoWEH-g

The Rosalind Franklin programme;

https://youtu.be/TvmlwlEoEiY

Elizabeth Garrett Anderson programme:

https://youtu.be/Z-4PyGn3nl0

NHS Graduate Management Training Scheme (GMTS).

Identify leadership training in Indonesia to support your roles.

Conclusion : The importance of personal qualities in leadership

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A key challenge facing all NHS organisations is to nurture cultures that ensure the delivery of continuously improving high-quality, safe and compassionate health care (The King's Fund, 2015)

Millennials rising to leadership positions in nursing education and practice is an inevitability

Leadership beyond Covid-19 pandemic

"…the most important element… comes from a combination of emotional expressiveness, self-confidence, self-determination, and freedom from internal conflict " (Bass, 1992 cited in Leadership Academy, 2020)

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Useful Links

https://www.leadershipacademy.nhs.uk/

https://www.kingsfund.org.uk/publications/leadership-and-leadership-development-health-care