

 University Medical Center Utrecht

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## The War in Ukraine



(The Guardian 2022)



(Financial Times 2022)

The number of refugees > 5 million (Rasoul Mousa, UNHCR).  
The situation as the fastest-growing refugee crisis in Europe since the Second World War.



(The Guardian 2022)



(Globe Today, 2022)

## Covid 19 Survey of nurses in UK

Online survey of 9,577 members of the RCN (2021):

- 74% reported regularly **working beyond their contracted hours** at least once a week
- 68% reported they feel under **too much pressure** at work,
- 62% reported that they **are too busy to provide the level of care** they would like to.
- 57% of were **considering or planning to leave their job** (the survey in the previous year had reported that 36% of respondents were thinking about leaving). Commonly cited reasons were **feeling undervalued** (70%), **feeling under too much pressure** (61%), **feeling exhausted** (60%), **low staffing levels** (59%) **and low levels of pay** (53%)(ref 72)



## Why are Nurses Leaving the Nursing Profession

### Our own Systematic Review

#### Why are nurses leaving Nursing?

- Challenging work environment and poor working conditions;
- Inadequate salary and lack of fixed contract
- Limited career development opportunities
- Lack of support
- Emotional Burden
- Work related stress and fear of failure
- Social image of nursing
- Hierarchy, discrimination and subordinate position
- Bullying behaviour (*wide range of studies*).

#### The Main Challenges

- **Overworked and underpaid**
- Busy on demanding shifts
- Stress and professional burnout
- Feeling alone and isolated during working week



## Covid 19 & Impact on Global Nursing Workforce

The global nursing workforce was estimated in 2019-20 as being 27.9 million nurses.

Currently, the world is confronted with a shortage of 5,9 million nurses → expected to expand to a global shortage of 9 million by 2030 (WHO, 2020).



## Covid 19 & Impact on Global Nursing Workforce

The global nursing workforce was estimated in 2019-20 as being 27.9 million nurses.  
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→ expected to expand to a global shortage of 9 million by 2030 (WHO, 2020).

### Priority areas for Policy Makers !!!

**Investment in nursing education, working conditions, salaries, career development opportunities and leadership to strengthen nursing around the world and improve health for all** (WHO, 2020, Sustain and Retain 2022).



**We need more well educated nurses with strong leadership to lead nursing into the future.**



## 2. The Importance of Leadership & Mentoring

(WHAT IT IS AND WHY IMPORTANT?)





## Covid-19 Leadership important

**JOURNAL OF NURSING SCHOLARSHIP**

Guest Editorial | Free Access

**The Need for Visible Nursing Leadership During COVID-19**

Elizabeth Rosser DPhil, MN, Dip N Ed, Dip RM, RN, RM, RNT, PFHEA, Liz Westcott DCM, MSc, Dip Man, RNT, RGN, Parveen A. Ali PhD, MScN, RGN, SFHEA, FRSA ... See all authors

**EDITORIAL**

**Who speaks for nursing? COVID-19 highlighting gaps in leadership**

In many areas of the world, the discipline and profession of nursing has been strengthened through the efforts of strong and effective leaders in education, research and clinical practice. The Seventy-second World Health Assembly designated 2020 as the International Year of the Nurse and the Midwife, not only to honour

serving at the very front lines of the battle against COVID-19, an enemy about which so little was (and is) known, overall and when compared to other health professionals, also at the front line of the pandemic, nursing has had a much lower profile. Many commentators on social media have commented that nursing has not had a

**Journal of Clinical Nursing WILEY**

## Leadership

"is a process whereby an individual influences a group of individuals to achieve a common goal" (Norhtouse 2004). "entails influence, occurs within a group setting & involves achieving goals that reflect common vision" (HBR 2011, Norhtouse 2004, Hunt 2004, Shaw 2007, Shortell & Kaluzny 2006).

Leadership – Personal and professional Leadership independent of position.



## Leadership Approaches

A wide range of leadership approaches have been used and researched in nursing including:

- Transformational leadership (Bass & Avolio, 1994, Kouzes & Posner 2012, 2017)
- Authentic Leadership (Luthans and Avolio (2003),
- Servant leadership (Greenleaf et al. 2003),
- Leadership based on emotional intelligence (Goleman 2002),
- Situational leadership (Hersey et al 1988),
- Among many others....



## Transformational & Relationship - Leadership

- Transformational relational orientated leadership was positively associated with patient outcomes, including lower patient mortality (Wong et al., 2013);
- Transformational relational orientated leadership - positive nursing workforce and organizational outcomes (Cummings et al. 2018).

Review Cummings et al. 2018

Relationship leadership styles were associated with, 121 outcomes were grouped into six categories :

- 1) Staff satisfaction with job factors,
- 2) Staff relationship with work,
- 3) Staff health & wellbeing,
- 4) Relations among staff,
- 5) Organizational environment factors and
- 6) Productivity & effectiveness.

Our analysis illuminated patterns between relational and task focused leadership styles and their outcomes for nurses and nursing work environments. For example, **52 studies reported relational leadership styles were associated with higher nurse job satisfaction**. **The findings provide strong support for the employment of relational leadership styles to promote positive nursing workforce outcomes and related organizational outcomes**



## Transformational Leadership

Nurses working on clinical wards of Dutch university hospital had:

- Transformational Leadership of nurses was positively associated with Nurse Reported Quality of Care
- Moderate level of TL
- Moderate level of Nurse Reported Quality of Care

(de Boer, van Di & Reijnders, 2021)

### Is leadership of nurses associated with nurse-reported quality of care? A cross-sectional survey

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**Abstract**  
**Background:** Nurses need to exhibit stronger leadership by taking more responsibility and accountability to improve healthcare quality and patient safety.  
**Aims:** The aim of this study was to determine the association between quality of care and leadership styles and practices, and whether the characteristics of nurses influence this interaction.  
**Methods:** We conducted a multicentre cross-sectional survey of 655 nurses working on clinical wards in Dutch university medical centres in 2018.  
**Results:** Transformational leadership was significantly associated with quality of care which explained 5.9% of the total variance ( $R^2 = 0.059$ ,  $F = (1.643) = 3.726$ ,  $p = 0.011$ ), and the nurse characteristics gender, profession and type of practice area were significant influencing factors. Nurses rated the quality of care (mean (M) = 7.7, standard deviation (SD) = 1.3) as moderate and they showed moderate levels of transformational leadership style (M = 3.7, SD = 0.5) and transformational leadership practices (M = 6.2 and  $\leq 7.4$ ).



## Transformational Leadership

### Transformational leaders:

- a) Build relationships and trust between individuals, teams and partnerships;
- b) Create empowering work environment where nurses have access to information, support, resources, opportunities to learn and grow, supporting professional autonomy and collegial support;
- c) Create a culture fostering knowledge development, continuous inquiry, dissemination of new knowledge;
- d) Lead and support sustaining change, involving active and participative implementation resulting in improved clinical and organizational outcomes

Transformational leaders build trust, act with integrity, encourage others, encourage innovative thinking and coach and develop people (Bass, 1990; Afzar and Umrani, 2020).



## Authentic Leadership

Authentic Leader presents the capacity to analyze and make decisions on ethical dilemmas (Avolio & Gardner 2005).

The theoretical model of AL has four dimensions.

- **Relational transparency**, consists of presentation of the leader's genuine "self" rather than a modification with regard to the external context
- **Moral and ethics**, deals with the leader's attitudes, values, and moral standards.
- **Balanced processing**, deals with others' consideration of the leader's deepest information and reflections.
- **Self-awareness** includes knowledge of self and one own potential (Avolio & Gardner, 2005, Ilies, 2005, Waumbwa, 200)



## Mentoring

- "a relationship in which a mentor supports the professional and personal development of another by sharing his/her experiences, influence or expertise" (Zellers et al. 2008, Driscoll 2009).

- "psychological and social support -listening, caring, accepting, confirming and encouraging" (Yoder 1990, Shaugenessy 1994, Jaccelon 2003).



## Leadership & Mentoring in Nursing Research

- 15 studies, included quantitative, qualitative and mixed methods designs, involved 3855 postdoctoral nurses.
- Mentoring: **positive influence of mentoring on research productivity, including increase in publications and grant writing and research career development, improved leadership skills and knowledge.**
- Mentoring **positively influenced nurses' health and well-being, staff relationships, work culture and collaboration.**
- **Postdoctoral nurses' experienced mentoring, leadership and peer-support as essential in supporting ongoing research activity.**



## Leadership & Mentoring in Nursing Research

Postdoctoral nurses:

Experience Barriers & difficulties with developing a sustaining career in nursing research;

Experience Complex roles & competitive environment

**Strong Leadership & Mentoring Competencies**



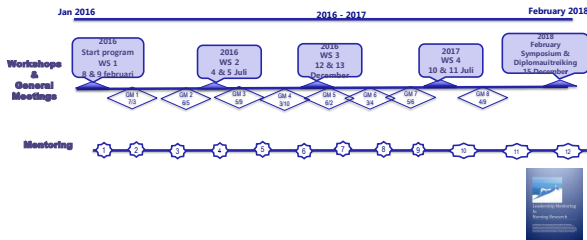
Review:  
Leadership mentoring in nursing research, career development and scholarly productivity: A systematic review

Thóra B. Hafsteinsdóttir<sup>1,2,\*</sup>, Angeli M. van der Zwaag<sup>3,4</sup>, Mariëke J. Schuurmans<sup>1,2</sup>





## LMNR 1.0



## Transformational leadership – The FIVE Practices



### Model the way

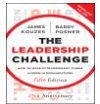
### Inspire a shared vision

### Challenge the process

### Enable others to act

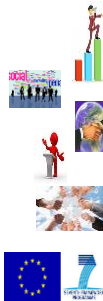
### Encourage the heart

1. Find your own voice
2. You go first!
3. Envision the future
4. Enlist other in a common vision
5. Search for opportunities by seizing the initiative
6. Experiment and take risks
7. Foster collaboration
8. Strengthen others
9. Recognize contributions
10. Celebrate the values and victories



## LMNR - Program - topics

- Leadership development & professional development
- Research program development
- Collaboration in teams, national & international
- National and international grant funding & Grant writing
- How to deal with political & hirarcial elements of academe
- Communication & negotiation,
- Branding your research
- How to deal with the media
- Public centered presentations
- Etc etc.



## The Fellows

### Cohort 2016-2018

12 fellows

43 years of age (range 30-54 years)

Time from PhD: 3 years (range 1-7 y)

Function fte 0.9 (0,7-1.0 fte)

Research position 0,6 fte (0,2-1,0)

9 in education & 4 in clinical practice





Leadership practice	2016 (Median, IQR)	2018 (Median, IQR)	Sign diff.
Model the way	46.5 (42.7–49.5)	48.5 (46.2–52)	
Inspire a shared vision	43.5 (38.2–49.0)	48.5 (45.2–51.75)	$p=0.050$
Challenge the process	42 (38.2–48.5)	49.50 (47.2–51.5)	$p=0.047$
Enable others to act	48 (46.2–51.7)	52 (48.5–55.5)	
Encourage the heart	47.5 (43.7–49.7)	51.50 (46.2–53.2)	



The Fellows

- Experiences matched with the program aims and content.
- Showed improvement in leadership development (qual/quant)
- Showed that they have clear ideas about own leadership development.
- Improved the focus of their research programs
- Showed good progress in their own career development
- Showed strong personal & professional development both as individuals and as a group.





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European Programme  
of the European Union



**Nurse-Lead**  
for Doctoral Nursing Students and Postdoctoral Nurses

HOME PROJECT DESCRIPTION OUTPUT CONSORTIUM FELLOWS NEWS CONTACT



53 Fellows from 6 European countries participate the Nurse-Lead program

29 Postdoctoral nurses are following the program

21 Doctoral nursing students are following the program

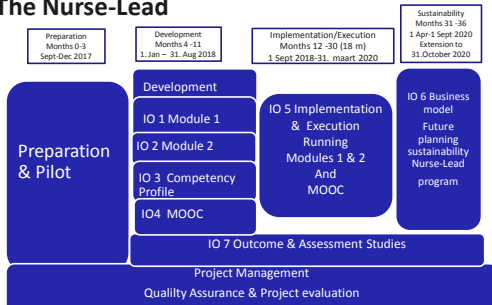
[www.nurselead.org](http://www.nurselead.org)

Nurse-Lead Consortium Utrecht 2018

*Iceland  
The Netherlands  
Finland  
Germany  
Lithuania  
Portugal  
Elevate*



## The Nurse-Lead



## The Nurse-Lead Study - The findings

	Pretest (N=101) (2017-2018)	Posttest (N=101) (2019-2020)	Difference score (Posttest - Pretest)	P-value (Significance)
<b>Leadership practices</b>				
1. Shared decision making	4.1 (1.7-5.5)	4.9 (3.4-6.3)	0.8	p < .00001***
2. Empowerment of research capacity	3.8 (1.8-5.8)	4.0 (2.0-6.0)	0.2	p = .0004***
3. Collaborative decision making	4.0 (1.8-6.2)	4.6 (2.6-6.6)	0.6	p < .0001***
4. Greater reliance on staff	4.0 (1.8-6.2)	4.6 (2.6-6.6)	0.6	p < .0001***
5. Communication and teamwork	4.5 (2.1-6.9)	5.1 (3.1-7.1)	0.6	p < .0001***
<b>Professional competencies</b>				
1. Professionalism	6.0 (1.4-10.6)	7.4 (1.1-13.7)	1.4	p < .0001***
2. Professional skills	7.0 (2.4-11.6)	7.7 (1.1-14.3)	0.7	p = .0003***
3. Professional attitude	7.4 (1.4-13.4)	8.4 (1.4-13.4)	1.0	p < .0001***
4. Professional research capacity	7.4 (1.4-13.4)	8.7 (2.0-15.4)	1.3	p < .0004***
5. Self-management	7.4 (1.4-13.4)	7.8 (2.0-13.6)	0.4	p = .0186**
6. Professional communication	7.1 (1.1-11.1)	7.8 (2.0-13.6)	0.7	p < .0002***
7. Professionalism	7.4 (1.4-13.4)	8.4 (2.0-13.4)	1.0	p < .0001***
8. Professional research capacity	7.4 (1.4-13.4)	8.0 (1.1-12.9)	0.6	p < .0001***
9. Professional communication	7.4 (1.4-13.4)	7.9 (1.1-12.7)	0.5	p < .0001***
10. Professional research capacity	7.4 (1.4-13.4)	7.9 (1.1-12.7)	0.5	p < .0001***
11. Professional communication	7.4 (1.4-13.4)	7.8 (1.1-12.7)	0.4	p < .0001***
12. Professional research capacity	7.4 (1.4-13.4)	7.8 (1.1-12.7)	0.4	p < .0001***
13. Professional communication	7.4 (1.4-13.4)	7.8 (1.1-12.7)	0.4	p < .0001***
14. Professional research capacity	7.4 (1.4-13.4)	7.8 (1.1-12.7)	0.4	p < .0001***
15. Professional communication	7.4 (1.4-13.4)	7.8 (1.1-12.7)	0.4	p < .0001***
16. Professional research capacity	7.4 (1.4-13.4)	7.8 (1.1-12.7)	0.4	p < .0001***
17. Professional communication	7.4 (1.4-13.4)	7.8 (1.1-12.7)	0.4	p < .0001***
18. Professional research capacity	7.4 (1.4-13.4)	7.8 (1.1-12.7)	0.4	p < .0001***
19. Professional communication	7.4 (1.4-13.4)	7.8 (1.1-12.7)	0.4	p < .0001***
20. Professional research capacity	7.4 (1.4-13.4)	7.8 (1.1-12.7)	0.4	p < .0001***

Improvement in all leadership practices

Improvement in all Professional Competencies

## Nurse-Lead Doctoral Nursing Students & Postdoctoral Nurses



## LMNR and Nurse-Lead

Both programs:

- Support the fellows for further leadership development in nursing research;
- Lead to increase in the number of nurses able to conduct strong national and international research collaborations and
- Strengthen collaborations with nursing organisations like SIGMA & EANS
- Increases and strengthens nursing research capacity within the Netherlands and in Europe.

## Conclusions

- Global Health Care Challenges - Covid- 19
- The importance of Leadership & Mentoring
- Leadership programs – as an example



## Take Home Message!

## Start Now!

- Look into how to strengthen leadership- yourself & others
- Make use of the Mentoring

***"Mentoring in Nursing through Narrative Stories Across the World"***  
***Book on Mentoring - > 100 nurses participating –Springer 2022!***

- Start taking care of yourself☺



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