

LEADING AND MANAGING IN NURSING

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Several factors within the environment of a health organization have a bearing on the quality of services that the healthcare workers offer to patients. The quality of healthcare determines the health condition of patients. The main goal of the healthcare system is promotion, protection, and recovery of health. Nurses are directly involved in these activities as the most numerous category of health workers. Good leadership in nursing is a blend of theory and evidence, which makes a positive impact on both patient experience and outcomes. There are numerous leadership approaches in nursing practice, but the NHS Healthcare Leadership Model proved to be the more effective one as it can be applied equally to the whole variety of roles and care settings that exist within healthcare.

The main factor that affects the quality of services for nurse leaders is experience and leadership skills of nursing staff. It is also worth noting that in a healthcare organization, every health worker is a leader in one way or another since they all influence the patient outcomes, each in their own way (Laschinger, Wong, and Greco, 2006). Therefore, newly registered nurse leaders also have a significant role to play in ensuring the highest quality possible and improving patient care.

In fact, the activities and behaviours of nurses have an impact on the experiences of patients whether they are engaged directly with a patient or not. As such, each nurse in a healthcare organization must strive to uphold reputable leadership skills (Richardson, 2010). Nevertheless, successful provision of the best patient care possible depends on the ability of a nurse to merge their professional experience in medical practice and the knowledge in various theoretical frameworks (Richardson, 2010). One significant leadership model that newly registered nurses can use to improve their delivery of quality patient care is the Healthcare Leadership Model.

The Healthcare Leadership Model consists of nine different dimensions. Each dimension is essential in empowering newly registered nurses and requires some level of appropriate behaviour from a nurse in order to be effective (NHS Leadership Academy 2015). The nurse behaviours are ranked as essential, proficient, or exemplary. The nurses are expected to exhibit exemplary behaviour in order to pursue decent standards of quality patient care (McFadden, Stephanie, and Charles, 2009). Moreover, the NHS Healthcare Leadership Model is an evidence-based model, hence the effectiveness of all the dimensions in enabling nurses to provide the highest level of healthcare services. Nonetheless, the most important element in providing quality patient care comes from a combination of various personal qualities including self-determination, self-confidence, emotional expressiveness, and freedom from internal conflict.

Specifically, newly registered nurses can implement the dimension of 'holding to account' from the NHS leadership model to help improve the quality of their services. As a nurse leader, one has to be held accountable for their actions. This dimension entails the process of formulating performance goals and objective in relation to the level of expected quality of service delivery (Poghosyan, et al. 2010). Furthermore, nurse leaders have to be at the forefront of motivating other health workers to work hard and take greater responsibility for their results. In addition, the dimension stipulates an appropriate mechanism for providing feedback to the nurses and other health workers regarding the quality of services they offer. Such frameworks have to be agreed upon and transparent in order to help people accept criticism and determine various ways of evolving professionally.

The element of holding to account is particularly important for nurses for various reasons. First, it helps leaders to establish clarity regarding their expectations from other health workers. Second, the dimension also helps to predetermine their conception of success. This is particularly important because it facilitates workers to have the necessary drive and

energy to improve their service delivery to achieve even greater results (Luxford, and Safran, 2011). However, the role that accountability has on empowering health workers to exercise more freedom, responsibility, and self-management is of greater significance. As a result, there will be a growing desire among health workers to excel in their service delivery, thereby raising the quality standards to a higher level of efficiency.

Nevertheless, it is important to distinguish between holding to account and other weak forms of leadership. For instance, creating unclear and vague objectives, embracing mediocrity, reluctance to change and making excuses for poor results can be disastrous for the healthcare services (McFadden, Stephanie, and Charles, 2009). There are four basic levels of behaviour that nurse leaders are expected to portray under this leadership dimension. These are essential, proficient, strong, and exemplary levels of behaviour (Heaton, Sloper, and Clarke, 2008). Essential predisposition of behaviour is the basic form of behaviour that a nurse leader is expected to portray. At this level, the most important issue is setting a clear vision in terms of the goals and objectives that have to be met. The goals set have to be SMART objectives (specific, measurable, attainable, realistic, and time-bound goals) (Wong, Cummings, and Duch, 2013). The nurse leader must be ready to take responsibility for creating the goals and is directly accountable for their success or failure.

At the level of proficient behaviour, the nurse leader is expected to show great skills in managing and supporting the performance levels of other employees in the organization. This entails setting the minimum levels of expected standards, providing a balanced feedback to each employee and advising appropriately where necessary in order to help other workers improve their performance levels (Künzle, Michaela and Gudela, 2010). On the contrary, the level of strong behaviour focuses on creating a challenging working environment in order to facilitate continuous improvement. The nurse leader must be at the forefront in seeking change to improve, motivate, and encourage other people in the organization to always learn

and grow by gaining better skills and knowledge (Künzle, Michaela and Gudela, 2010). Finally, the exemplary level of leadership behaviour focuses on creating a mind-set for innovative change. Nurse leaders must be able to create a climate of high expectations in the organization, where each person looks for better ways of improving their levels of performance (Künzle, Michaela and Gudela, 2010). A leader has to be at the forefront of sharing success stories with the other workers, taking pride in their developments and celebrating their successes together.

Thus, the NHS Healthcare Leadership Model may act as the basis for further improving of a nurse and determining their role in providing the best patient care possible. The model comprises nine dimensions, each of which helps nurse professionals to see how they can develop as a leader. All nine dimensions of the model are important in an individual's leadership role. They help nurses explore their ambitions and aspirations, and see where their strengths and areas for development may lie.

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