Developing the Art and Science of Critical Care Nursing

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"Moral Courage: Meeting the Challenges of a Contemporary Healthcare System…"

Reflecting on the brief, my initial thoughts:

- If we are to keep people using services safe and to offer the best care and services we need to care for staff and keep them safe too.

- In order to develop nurses and practice we need to first focus on values and culture.

- To enable change, we need to think about and 'do' leadership differently.

- Tapping into creativity might help blend more effectively the art and science of nursing to better serve contemporary practice.

Challenges Impacting on Nursing Practice

Health reforms

Changing to workforce and education

Demographic changes, ageing population and new technologies

Increasing reports of poor practice

Growing impact on staff wellbeing

Culture, Person-centredness & Practice Development

Through my work at FoNS supporting practice development and innovation, I have become attuned to the impact of culture and context on successful outcomes has grown in significance.

Contributing factors include the nature of the places where health/social care is delivered, the process of care delivery and the values and behaviours of the people delivering services.

There is a wealth of knowledge and evidence that we need to become better at using.

Culture?

'How things are done around here.'
Drennan (1992)

Workplace Culture?

The most immediate culture experienced and/or perceived by staff, patient, users and other stakeholders;

It is the culture that impacts directly on the delivery of care and opportunity for change and improvement;

Ultimately, people make culture.

Drennan, D. (1992) *Transforming Company Culture*. London: McGraw-Hill. p 9.

Manley, K., Sanders, K., Cardiff, S. and Webster, J. (2011) Effective workplace culture: the attributes, enabling factors and consequences of a new concept. *International Practice Development Journal.* Vol. 1. No. 2. Article 1.

Person-centredness

'…An approach to practice established through the formation and fostering of healthful relationships between all care providers, service users and others significant to them in their lives. It is underpinned by values of respect for persons, individual right to self-determination, mutual respect and understanding. It is enabled by cultures of empowerment that foster continuous approaches to practice development.'
(McCormack et al., 2013, p193)

McCormack, B., McCance, T. and Maben, J. (2013) Outcome evaluation in the development of personcentred practice. Chp 10 in McCormack, B., Manley, K. and Titchen, A. (Eds.) (2013) Practice Development in Nursing. (2nd edition). Oxford: Wiley-Blackwell. pp 190-211.

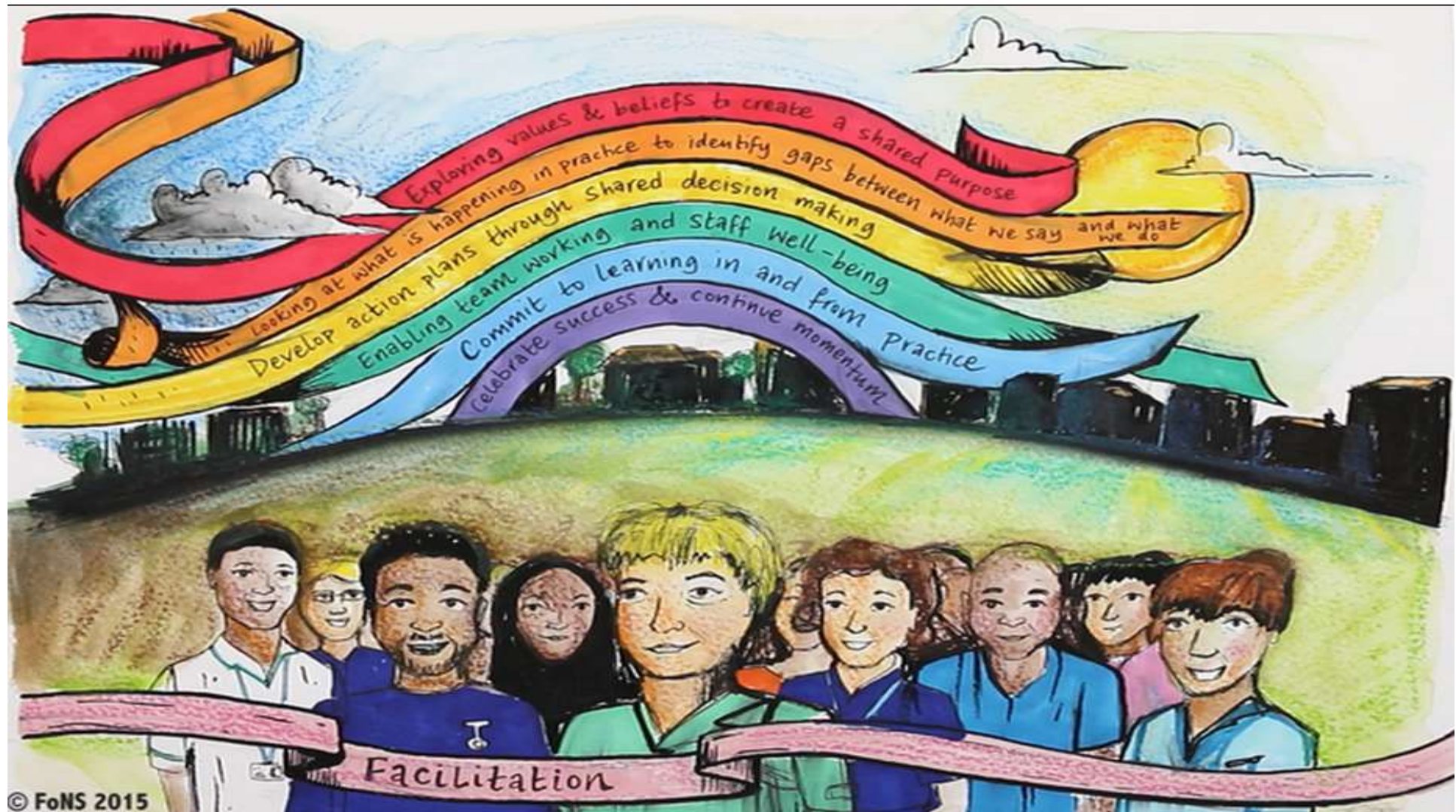# Definition of Practice Development

...is a continuous process of developing person-centred cultures. It is enabled by facilitators who authentically engage with individuals and teams to blend personal qualities and creative imagination with practice skills and practice wisdom. The learning that occurs brings about transformations of individual and team practices. This is sustained by embedding both processes and outcomes in corporate strategy.

Created by IPDC members

(published in Manley, McCormack and Wilson, 2008)

'Getting Started with Culture Change' Model

With support from The Department of Health, UK

Exploring values & beliefs to create a shared purpose

Looking at what is happening in practice to identify gaps between what we say and what we do

Develop action plans through shared decision making

Enabling team working and staff Well-being

Commit to learning in and from Practice

Celebrate success & continue momentum

Facilitation

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Creating Caring Cultures Animation

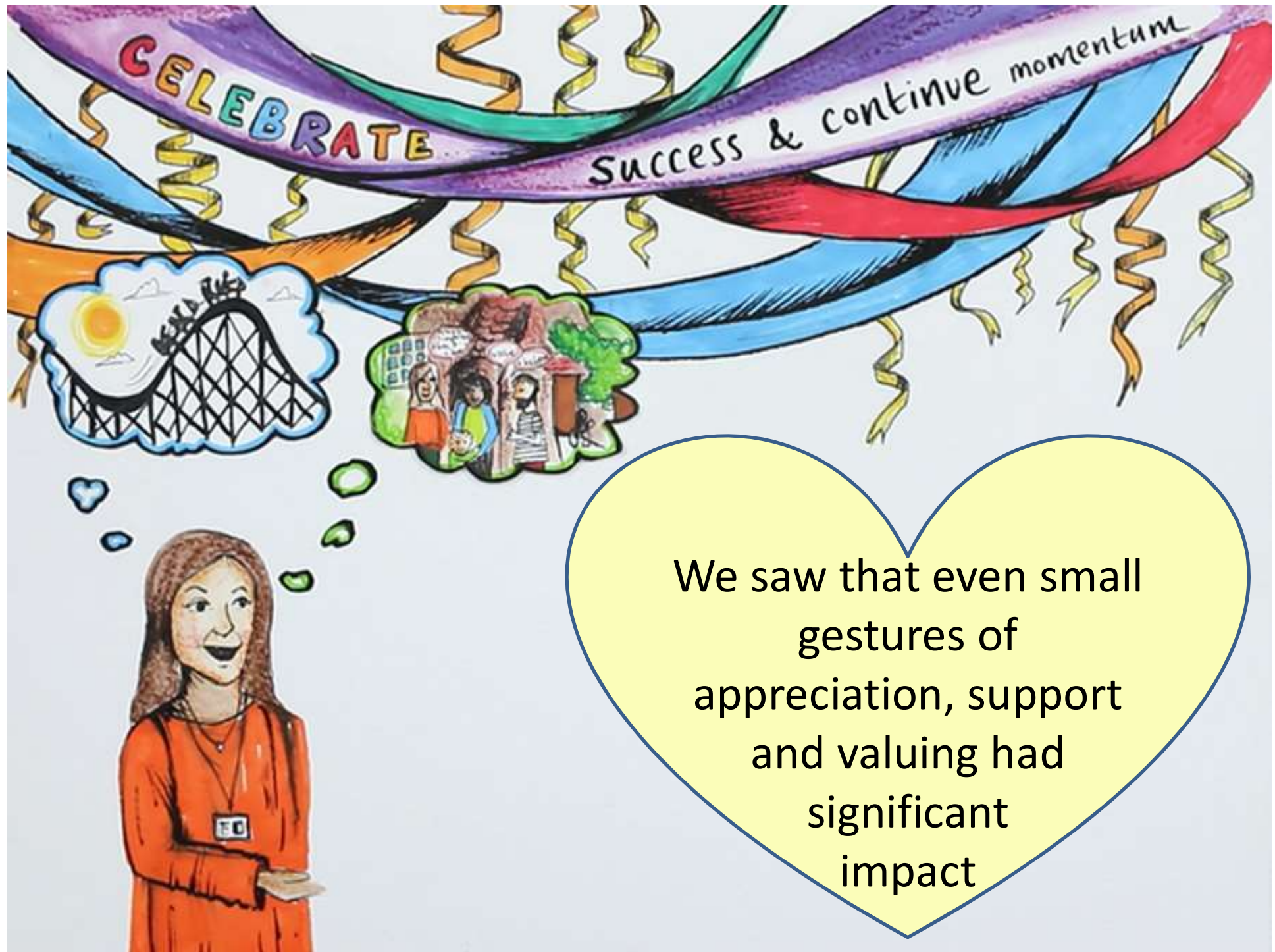https://www.youtube.com/watch?v=cZyN_UZvYnQ&feature=youtu.be

Commit to Staff Well-Being

Staff are 'persons' too! There are strong links between staff engagement and patient outcomes, and staff well-being, motivation and patient experience

If we want staff to give of their best and speak out on safety they need to feel cared for and safe too!

Enable Clinical Leaders Develop as Facilitators

Clinical leaders are key to creating person centred cultures

Being enthusiastic, persistent and willing to listen are key characteristics; the ability to bring staff together to look at/talk about what is happening in practice

Skills in facilitating and enabling others rather than doing and telling will help realise the best intentions staff have for high quality services that are caring effective and safe
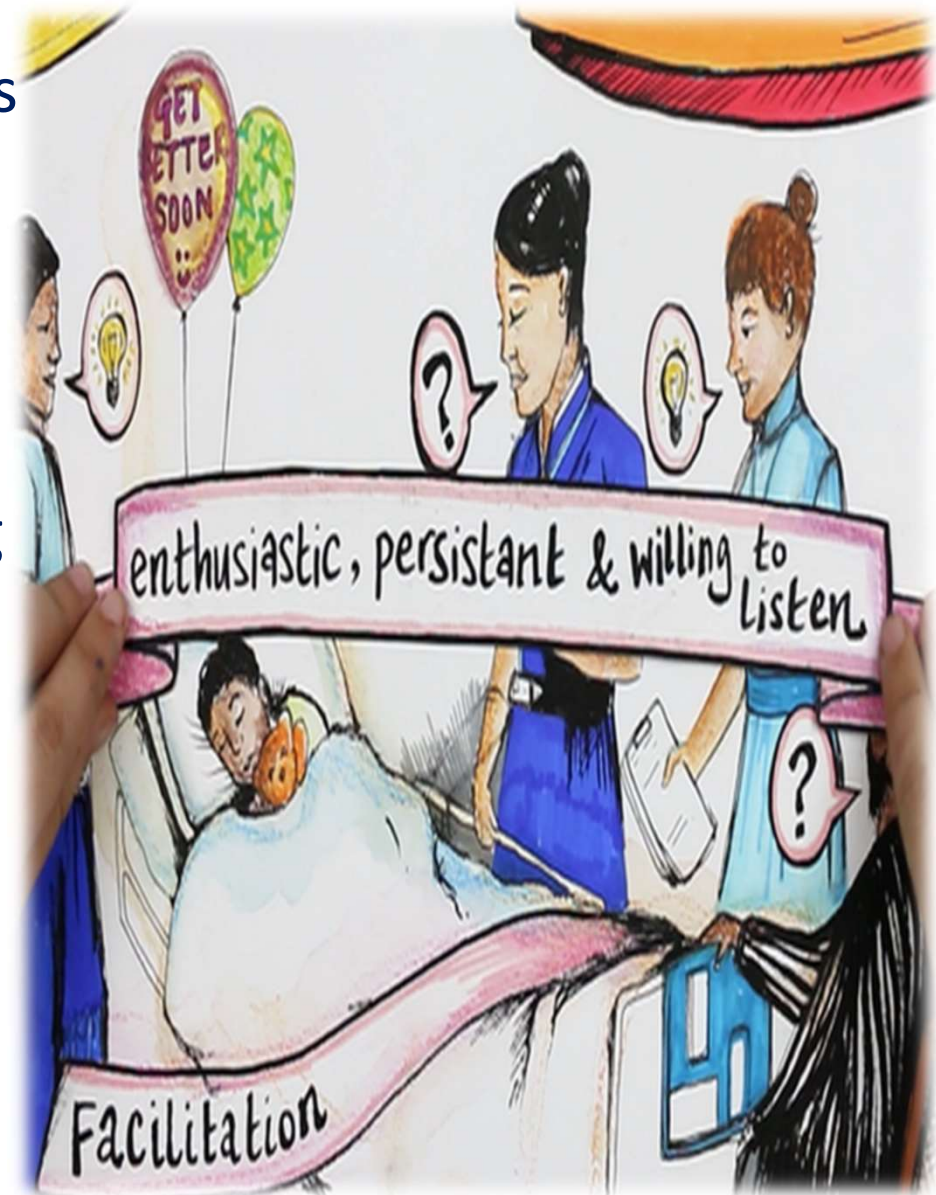
Traditional View of Leadership
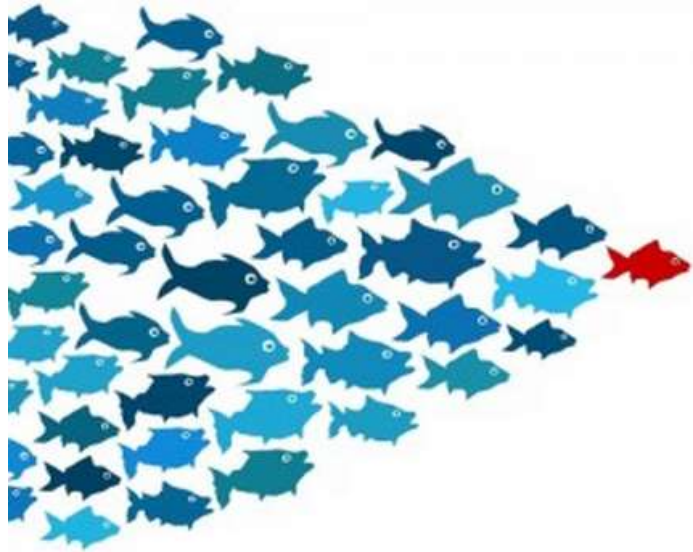
Taking a More Facilitative and Collective Approach…

Kouzes and Posner identify 5 Characteristics of effective leadership… 'honesty is essential to each'

Model the Way	• Clarify Values • Set the Example
Inspire a Shared Vision	• Envision the Future • Enlist Others
Challenge the Process	• Search for Opportunities • Experiment and Take Risks
Enable Others to Act	• Foster Collaboration • Strengthen Others
Encourage the Heart	• Recognize Contributions • Celebrate the Value and Victories

"Leadership and Honesty: Kouzes and Posner." *Boundless Management*. Boundless, 10 Nov. 2014. Retrieved 12 Nov. 2014
from https://www.boundless.com/management/textbooks/boundless-management-textbook/leadership-9/trait-approach-69/leadership-and-honesty-kouzes-and-posner-346-3944

Welcomed warmly and guardedly – why here?
Why us? Politely, firmly.
Delving in; messy, chaotic, barriers.
Entrenched yet beauty and potential waiting to be realised.
Worked in the moment, seizing opportunities, not always feeling in control as nature around takes its course.
Coming together, teams making progress.
Tentative but much to shout about and celebrate.

Theresa Shaw, CEO, FoNS

Viewing the landscape, walking alongside
Swimming in deep water
Moving too fast – slowdown, think!
See, hear, new perspectives
Constraints, frustration
Leadership, teamwork, possibilities
Small steps, long climb
Glimpse the potential

Kate Sanders, Practice Development Facilitator, FoNS

We desperately need more leaders who are committed to courageous, wholehearted leadership and who are self-aware enough to lead from their hearts, rather than unevolved leaders who lead from hurt and fear.

Brené Brown

IMPERFECTIONS ARE NOT INADEQUACIES;
they are reminders that we're all in this together.

Brené Brown

Thank you

Questions, challenge, feedback?

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