Clinical Leadership in Residential Aged Care
Research Team

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- Prof Wendy Moyle
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Acknowledgements:
Queensland Nursing Council
Research Centre for Clinical Practice Innovation
Why study clinical leadership?

Artists: Coral Lowry & Holly Story 1999
King’s Park, Perth: WA
So what is clinical leadership?

"...one who possesses clinical expertise in a specialty practice area and who uses interpersonal skills to enable nurses and other health care professionals to deliver quality patient care"


- Leadership is an attitude that informs behaviour rather than a series of tasks or skills
About the study:

- Qualitative study
- Interviews & Focus Groups
- MAG
- Metropolitan & Regional

Participants
- RNs (18)
- Carers (15),
- Nurse Managers (5)
Aims:

Conceptual & behavioural elements

roles & behaviours

barriers & supports

relationships
Rethinking the RN: From primary caregiver to ‘Super Visionary’ clinical leaders
Values based

Most of them are very caring and really feel for the residents… they [residents] always get put first. (RN)

Compassion, …respect, …caring, gentle nature, …doing what’s right by the residents and your team… (Carers)
Relationship Focused

…it’s as much about what you don’t do, as what you do…it’s really the way you are with people…and how you relate… (RN)

I like working as a team. I like to consult my AINs …They need to have input. They’re with the residents more than we are … We all have to work together to achieve the same result… to get to the end of the day and make sure everyone’s alright. (RN)
Relationships are:

1. Defined in broad terms

It's just not being in your own little planet ... it's being involved. You have to keep a listening ear all the time. ...How their day goes ultimately will impact on your own in one way or another...

(RN)
2. Assume positive motivations

They’re not in it for the money. They’re usually here because they like working with the elderly …and it’s tough work, but they love their clients and they want to do well by them. (RN)

We’re like one big family… staff, residents, we’re all in it together… sometimes we fight …but it’s because we disagree over what’s best… (Carer)
3. Recognise possibilities of care and growth

*I quite enjoy teaching one on one – helping to shape them and share my knowledge….If I can teach them what I know it’s going to help them in their life.* (RN)

*I try to give them a reason why… not just say you have to do this… that’s a dead end to their growth and skill (development). If you say why and explain it within their own capacity most of them are very interested…* (RN)
Environment / space

Certainly a focus on the floor is direct patient contact, being in the midst, being out there, being seen by the patients and the staff …

(RN)

They [RNs] can oversee what’s going on for the residents because they’re out there….I see it more as an ‘out there’ kind of thing  (DON)
Behaviours / Roles

Team work

Communication / Negotiation / Observation
Supervision / Delegation
Coordination / Organisation

Value Setting

Team Manager (Referee / Coach)

Role Model / Motivator

Educator
Advocate
Resource Person
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<th>Supports</th>
<th>Individual</th>
<th>Organisational</th>
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<td><strong>Supports</strong></td>
<td><strong>Supportive management</strong> – trust, fairness, quality staff, (quality focus in practice) - SYSTEMS</td>
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<td>Workloads</td>
<td>Workloads – stress levels</td>
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Leadership Attitude

- shaped by supports & barriers (both intrinsic & extrinsic)
- Enhanced by **Consistency**
- **Perceptions** of fairness, authority, experience/ knowledge

Trust – residents, staff & management
Perhaps our biggest barrier though:

- Failure to recognise leadership as a professional issue / skilled engagement

…It’s just the way I am with everyone…
…I guess I just naturally like to be in charge…
…It’s probably because I am used to organising my kids and husband…
Recommendations

1. Acknowledgement of the role of RNs in residential aged care & in particular, their role in managing and leading clinical care & effecting change;

2. Education & support for the role of the RN as clinical leader; and

3. Further research into the role and functions of care teams in residential aged care
Thank you