Nursing leadership in networked care for people with dementia

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Introduction

Nursing leadership support program in interprofessional networks in

DEMENTIENET

HOME   CONTACT

Dementiacare = ⬆

Complexity
Fragmentation

WHO (2015):
Interprofessional care

Introduction (2)

Leadership is important for change towards inter professional care / integrated care/ (Nieuwboer et al, systematic review, in progress)

DementiaNet program essentials

- Interprofessional collaboration (at local / community level): 18 networks included
- Nursing (Clinical) Leadership in networks → Support
- Quality improvement for and by network → Support
- Increase expertise by interprofessional practice-based learning

Leadership intervention

Step 1: **Recruitment potential clinical leaders**

Step 2: **Potentials form a network structure** for dementia care

Step 3: **Two year leadership program**, based on the NHS Healthcare Leadership Model (www.leadershipacademy.nhs.uk) and consists of:

(i)   personal learning objectives

(ii)   individual coaching

(iii)   group sessions

Research objective

Evaluation of the DementiaNet Leadership program on:

- Leadership qualities
- Personal learning targets
- Network leader's appreciation

Mixed Methods design: Quantitative

One group pre-test-posttest design

Leadership Practice Inventory self / observer, Kouzes, Posner et al.

- Score min 30 - max 300; 30 items /10 points scale
- Validated scale/ transformational leadership
- Dutch version, used by Dutch Nursing Association

- Measurements: Baseline, T 1 (one year), T2 (two years)

Mixed Methods design: Qualitative

- cross checked **reports** individual coaching
- **audio taped interviews on T1 and T2,** by a trained research assistant

Results LPI T0

Participants professional background: N=22

General Practitioner:	**2**
Community Nurse:	**11**
Practice Nurse:	**3**
Case manager /Nurse:	**4**
Occupational therapist:	**2**

- Total scores: **mean 204** (min 151, max 261)
- **Lowest scores: mean 5.3:**
  - I appeal to others to **share an exciting** dream of the future (item 12)
  - I make sure that people are creatively **rewarded for their contributions** to the success of our projects (item 15)
- **Highest score: mean 8,8**:
  - I follow through on the promises and commitments that I make (item 11)

Results LPI T0
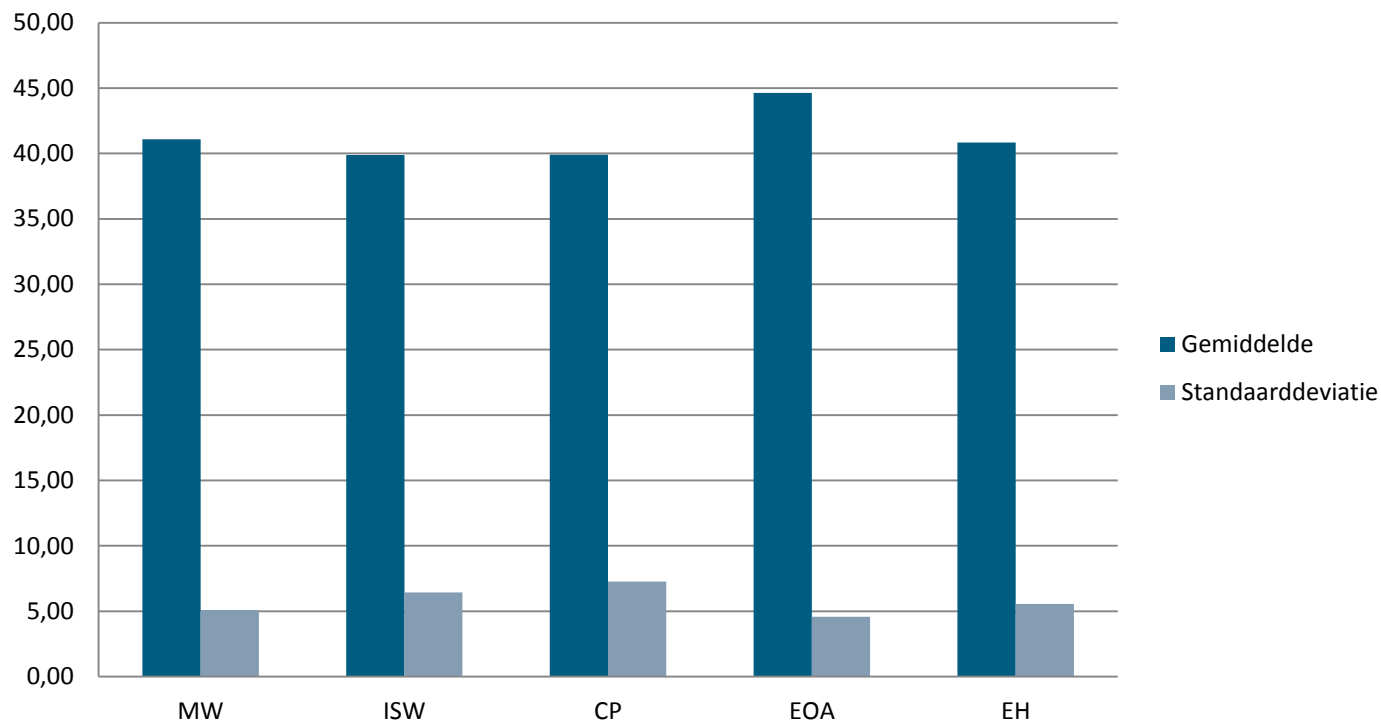
	1MW	2ISV	3CP	4EOA	5EH
Mean Scores	41,08	39,88	39,92	44,64	40,84
Stdev	5,09	6,44	7,27	4,59	5,55

Results qualitative

- 56 Learning objectives on subscales leadership model NHS
- 9 Learning objectives achieved on T1; N=10

NHS profile	LO/ T0	LO Achieved /T1
Personal Qualities	14	5 /10
Working with others	26	4 /10
Managing service	8	0
Improving services	6	0
Setting direction	2	0
Total	56	9/10

Table: Learning objectives (LO); trainee leaders. N=22

Case 1: Practice Nurse/ casemanager

- T0:
    - Experienced / competent in Dementia Care
    - Insecurity; e.g. presenting improvement plan
    - Little compentencies on quality improvement (PDCA cycle)

- T1:
    - network participant's recognition earned
    - Addressing quality issues
    - Organizing training meetings
    - From clinical leadership to shared leadership

- **Progress on quality indicators!**

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Case 2: Practice Nurse/ GP

- T0:
  - Competent in Dementia Care
  - Network of 20 participants
  - Confident/ unaware of incompetencies.

- T1:
  - Network participants: too little input in setting directions
  - Collaboration issues
  - Increasing self awareness

Conclusion

Nursing leadership: new phenomenon in practice:
    learning areas: personal, collaboration issues; prerequisites for
    improving service/ setting direction?

Nursing leadership role/ support program:
    Suitable for every nurse?
    Reflective capacity lacking: (un)awareness – (in)competency issues.

Much to be gained for the future:
    Inter professional team / Quality of complex care

Overall: can we close the gap?

Development of Nursing Leadership:

- **≠ personal effectiveness only** !
- Context also important:
  - Team collaboration
  - Support of health care organizations
  - Health policy / financial arrangements
  - Nursing research and education

In the Netherlands:

- Need for research and education programs
- BUT: **Look at FRED! Nurses, you can be a leader today!**

Thank you!

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