TOMORROW’S NURSE LEADER:

NEW CHALLENGE, NEW SKILL, NEW OPPORTUNITY

Maryann F. Fralic, RN, DrPH, FAAN
UNIVERSITY OF PITTSBURGH, SCHOOL OF NURSING
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To examine the Nurse Leader role, we must first examine the rapidly changing context surrounding our complex organizations.

Let us begin...
It Never Stops

- The Chaos
- The Challenge
- The Crisis *du jour*
- “The Constancy of Impermanence”
- The Theory of the Life Cycle of Organizations
“To be resilient, an organization [and its people] must dramatically reduce the time it takes to go from ‘that can’t be true’ to ‘we must face the world as it is.’”

Gary Hamel and Lisa Välikangas
“The Quest for Resilience”
GETTING READY:

“The future is not an optional event. Everyone will attend.”

“Change is inevitable. Growth is optional.”

Leland Russell
“If you don’t like change –
You will like irrelevance even less”

General Shinseki
Former Joint Chiefs of Staff
"You, and only you, must stay in charge of your employability."

Hal Lancaster
"Managing Your Career"
The Wall Street Journal
November 15, 1994

The Key: Acquiring the right skill at the right time.
Another Contemporary Reality

No one’s skill set lasts more than a few years...

...at most.
ALL ROLES EVOLVE AND CHANGE

ONE EXAMPLE:

FROM THE TRADITIONAL NURSE MANAGER ROLE….

......to a role similar to the CEO of a Multi-Million Dollar Clinical Business Unit
Now – A Bit of Reassurance...
When one faces a significant and challenging new situation...

One is *ALWAYS* temporarily incompetent.

- Understand that
- Tolerate that
- Expect that in yourself and in others
An Essential Message:

The New Core Competency is Learning How to Learn

Accept Learning and Change as the New Norm
Examine Who You Are and How You Came to Be That Way
Search for Patterns in Your Learning History

Kerry A. Bunker, Ph.D.
Center for Creative Leadership, 2002
“Smart Reading”:
A Task of Leadership

- Focused
- Selective
- Addresses Gaps in Personal Knowledge/Skills
SELECTED READINGS


WHAT IS THIS ALL ABOUT???
A core characteristic of contemporary leadership:

The ability to absorb uncertainty

Rosabeth Moss-Kramer
RESILIENCE IS EVERYTHING

“The most successful people are those who are good at Plan B”

(or plan c, or PLAN d?)

James Yorke
Mathematics and Physics professor
FOR LEADERS:
Today’s Core Competency

Success requires the ability to:
Quantify, quantify, quantify
Measure, measure, measure
Compare, compare, compare

If you measure it, it changes.
Are we now entering the Charlie Kelly Era?
The Charlie Kelly Story:

THE Crucial Lesson Learned:

PRECISION
Today’s Requirement Is:

Good Clinical Decisions coupled with Good Business Decisions

A necessary skill is learning to prepare a business plan.
A New Healthcare Delivery Process: Essential Characteristics

- Achieves the triad of non-negotiable outcomes (clinical, financial, operational)
- Fits your organization’s unique reality and resources.
- Is efficient, affordable, sustainable
- Strengthens the organization’s financial integrity
- Is not insular but team-based, productive, integrated, cross-disciplinary, and satisfying to caregivers
- Adapts/”morphs” with ease. Poised for innovation.

Maryann F. Fralic, 2004
Six Domains Enriching Patient Care Delivery. Each is Essential.
Tomorrow’s successful nurse leader will partner with institutional leaders in designing “the science of patient care delivery”. Otherwise, nurses will work in models of care designed by others, without expert nursing participation.
Today’s Healthcare World

The Challenge....

Evidence based practice, ubiquitous revolutionary technology, highly protocolized care, outcomes effectiveness, population based care, multi-disciplinary team-based practice, a new language, etc., etc., etc.
A Lexicon of New Terminology To Be Studied and Learned.....

Otherwise the full context of the implications of contemporary healthcare will not be understood. Then patients will lose.

There are “new rules” and “a new language”.

HOMEWORK???
WHAT IS THE ENVIRONMENT OF THE “NEW NURSING WORK”?

“TO PARTNER WISELY, AND TO BE HEAVILY SKILLED IN METRICS, MEASURES, AND CLEAR OUTCOMES, AND ENABLED BY SOPHISTICATED SKILLS AND COMPLEX TECHNOLOGY.”

SOURCE: ANON

AND YET, TO ALWAYS SEEK TO “GROW THE PRACTICE”, AS ONLY CLINICALLY EXPERT NURSE LEADERS CAN DO.
NOTE WELL:

IF WE FAIL TO HELP DEVELOP THE ORGANIZATION’S NEW PRACTICE MODELS, WE WILL WORK WITH THOSE DEVELOPED BY OTHERS.
NEW ACADEMIC–SERVICE PARTNERSHIPS AND CROSS–PROFESSIONAL TEAMS ARE FORMING TO REDesign TOMORROW’S PATIENT CARE DELIVERY SYSTEMS

BE AN ACTIVE CONTRIBUTOR!!!
A MANPOWER ISSUE: PROSPECT OF A MAJOR RN "RETIREMENT WAVE": REALISTIC?
HIGH IMPACT HALLMARKS FOR THE SUCCESSFUL Nurse Leader
FOLLOWED BY A MAJOR “HIRING WAVE”? IMPACT?
Our New World

Metrics, Measurement, “Big Data” Everywhere
Non-traditional Financing Methodologies

Not paid for volume any longer

Rather, payment is for results

(Clinical, financial, and operational)
AN EMERGING HEALTHCARE LEXICON
THE NEW “BAKER’S DOZEN”:
A SAMPLING

- Bundled Value-Based Reimbursement Quickly Replacing Fee-For-Service
- Computer-Mediated Clinical Integration Across All Sites
- Inter-professional Multi-Site Collaboratives Scrutinize and Challenge Every Cost and Every Process
- Effective and Defensible Outcomes are Assumed, Proven, Measured, Using Analytics
- Clearly Quantified Outcomes and Specified Results are Mandated, Justifying Reimbursement
- Population-based Care Model Experiments Begin
- Comparative Effectiveness: What it is, Why it is.
- Meaningful Use: Enabling Data-Powered Clinical Practice
- The Medical Home: A Concept, An Active Plan, An Experiment
- Skillfully Making the Business Case for Every Activity, Every Time
- A Skill Worth Cultivating: Growing “the Top Line”
- Engaging the Patient as Partner, Foundational to Accountable Care
- An Emerging Vocabulary: Selfies, SnapChat, and Wearable Technology......Who Knew??

Maryann F. Pralic, 2014
FINANCIAL/QUANTITATIVE SKILLS: AN ESSENTIAL CORE COMPETENCY OF EFFECTIVE LEADERS.

WHY?
IF YOU CAN’T MANAGE “THE NUMBERS”, YOU ARE GOING TO HAVE A HARD TIME INFLUENCING ANY SIGNIFICANT PORTION OF THE CARE DELIVERY PROCESS.
An Especially Key Personal Characteristic:

THE “E QUOTIENT”, OUR EMOTIONAL MATURITY (PERSONAL AND PROFESSIONAL), IS ESSENTIAL IN HIGHLY UNCERTAIN ENVIRONMENTS.
PRESENTATIONAL SKILLS, A CORE CAPABILITY OF TODAY’S LEADERS
QUALITY: COST. NEITHER IS MORE OR LESS IMPORTANT THAN THE OTHER.
Remember the Essential Ingredient for Successful Care Delivery Systems:

‘Future-Ready’ Nurse Manpower: Enthusiastic, Well Prepared, Confident, Resilient
THE AMAZING UBIQUITOUS TECHNOLOGY

New Technology as “Practice Partner”– A First!
NOW, INTO THE FUTURE.... RAPID CHANGES, CHALLENGES, CHOICES...

...NO LOOKING BACK, ONLY LOOKING FORWARD.

ENJOY THE VOYAGE!
ENJOY THE CHALLENGE!
Contemporary Executive Practice: One framework, one dozen cautions

- The Escalating Drumbeat for Nonstop Creativity, Innovation, and Efficiency in Patient Care
- Wise Advice: “Stay Close to the Cash Register”
- Precise Quantification, Not Supplication, is the Main Allocation Determinant
Contemporary Executive Practice: One framework, one dozen cautions

- Focus on Contribution to the Top Line, While Aggressively Managing the Bottom Line

- Lead with Competency, Not with Demands

- Ultra-sophisticated and Comprehensive Strategic Planning is the Watchword
Contemporary Executive Practice: One framework, one dozen cautions

- Be Prepared to Accommodate to a Work World Where the Language and the Tools of Social Networking are Integral to Executive Practic
- President Truman was correct: “Not All Readers are Leaders, but all Leaders are Readers”
- Respect the Imperative and the Power of Major Nontraditional Partnerships and Interdependencies
Contemporary Executive Practice: One framework, one dozen cautions

- The Forgetting Curve may Trump the Learning Curve
- There is a Relevant Science Called the Life Cycle of Organization
- The Fantasy of Work–Life Balance Versus the Discipline of Personal Energy Management
SIX VERY SERIOUS LESSONS LEARNED OVER TIME

1. Thoughts on failure
2. A seat versus a voice
3. WIIFM–WIIIFT
4. Watch your language
5. Martha and Maxine
6. An “unstoppable stream”
FINAL THOUGHTS:

SIX COMPELLING CHALLENGES FOR THE CONTEMPORARY NURSE LEADER...

Actually, the challenges are for ALL Nurse Leaders
#1 CHALLENGE:

ALWAYS SET HIGH STANDARDS, BOTH PERSONAL AND PROFESSIONAL.
#2 CHALLENGE:

THERE IS NO SUBSTITUTE FOR COMPETENCE…ABSOLUTELY NONE.

EQUIP YOURSELF. NO ONE ELSE WILL.

NO ONE CARES AS MUCH AS YOU DO ABOUT YOUR CAPABILITIES.
#3 CHALLENGE:

SEEK OUT A MENTOR. BE A MENTOR.

EVERYONE CAN BE A MENTOR.

ONE IMPORTANT FUNCTION OF LEADERSHIP IS TO PRODUCE MORE LEADERS.
#4 CHALLENGE: BE EDUCATIONALLY ACTIVE AND PROFESSIONALLY PRODUCTIVE OVER YOUR WORKING LIFETIME.
#5 CHALLENGE:

BE PREPARED TO WORK VERY, VERY HARD TO MASTER COMPLEX NEW SKILLS...

CHANGE READILY AND ADAPT WITH ENTHUSIASM.
#6 A CLOSING CHALLENGE:

ALWAYS SERVE PATIENTS WELL. MOST OF ALL, RESPECT THE PRIVILEGE THAT ENABLES YOU TO INTERVENE MEANINGFULLY IN PEOPLES’ LIVES. FROM BEFORE BIRTH TO AFTER LIFE ENDS. EACH DAY YOU KNOW YOU HAVE MADE A POWERFUL DIFFERENCE IN THE LIVES OF OTHERS.

FEW PROFESSIONS OFFER THAT.

GROW THE PRACTICE WELL. THAT IS WHAT YOU ARE PRIVILEGED TO DO.

TREASURE THAT PRIVILEGE.
A PARTING GIFT:

Closing words of wisdom from Loretta Ford, RN, PhD, Founder, The Nurse Practitioner Role