

# Nursing Leadership in the Transformation of Healthcare and Emerging Roles of Nurse Informatics Leaders

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# Presentation Topics

- Transformative culture and transformative leadership
- Leadership Qualities
- Leading and Motivating
- Collaboration and Partnership
- Building the Business Case
- Succession Planning
- Delegation



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# Transformative: Leadership and Culture

Critical to Personal and  
Organizational Success

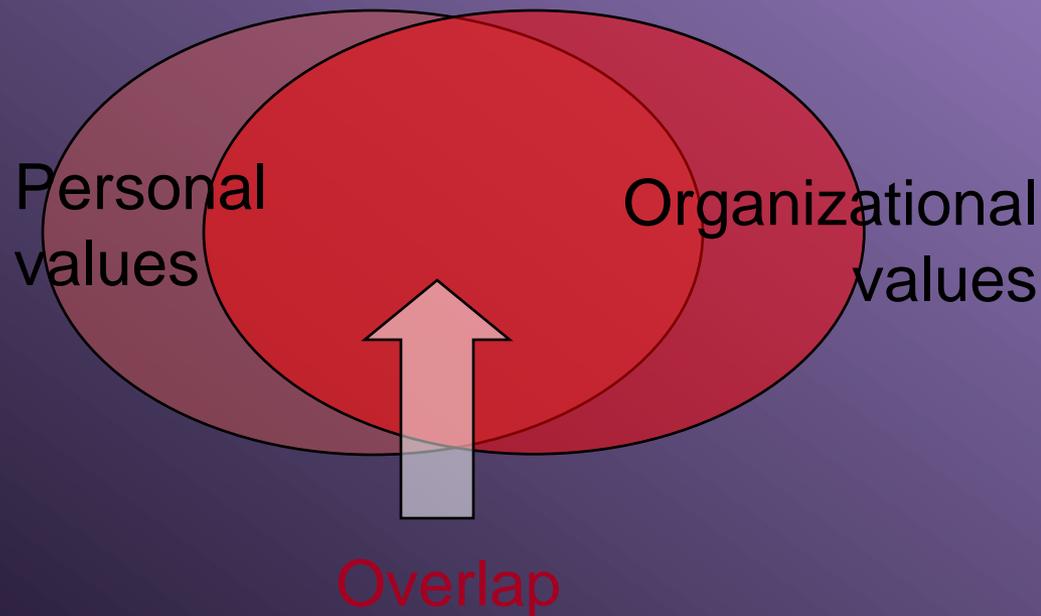


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# Ideal work environment



# Vision

**“Where there is no vision, the people will perish”**

*- Proverbs 29:18*

*There is very little that change agents can do without first developing, crafting, sharing and selling a vision.*



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# *Leadership is Reframing*

What are your paradigms?



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# Mission and Mandates

- Mission = why you exist.
- Mandate = what some external agency imposes on you to perform.

Both are important



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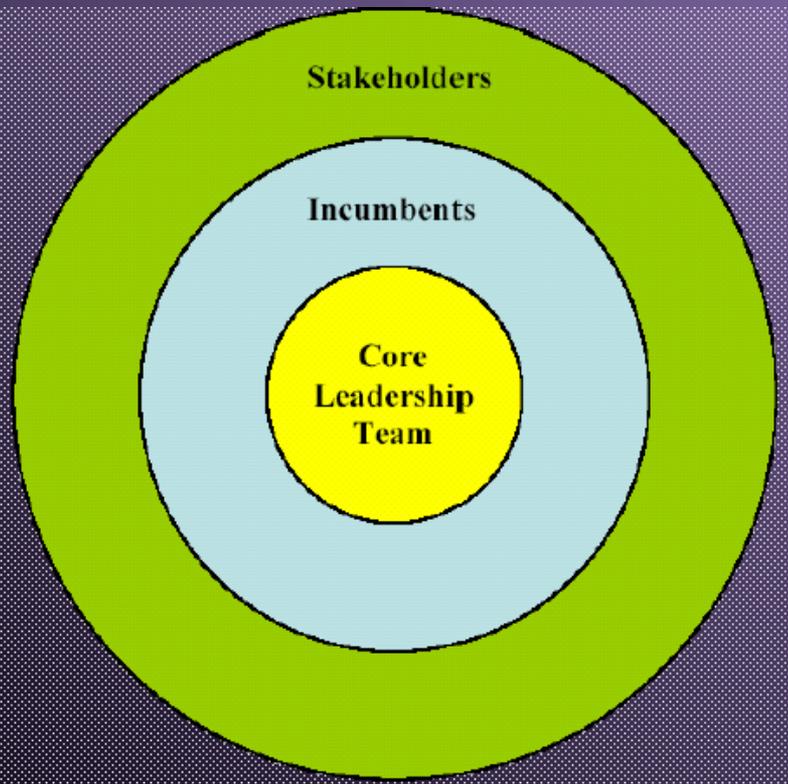
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# Values

- Formal – Expressed in a core value statement
- Operational – Practical needs of the organization
- Psychological – Preferences and styles
- Positional/political – Where you sit



# Visions Evolve



- Develop the vision with the core team
- Refine the vision with incumbents
- Sell the vision to stakeholders
- Let it evolve throughout

# Vision: Qualities

Defines –

- ✓ Provides image of what the future holds
- ✓ Explains the transition from here and now to there in the future
- ✓ Balances metaphorical and practical
- ✓ Gives context for future work



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# Vision: Qualities

Inspires –

- ✓ Provides motivation for action
- ✓ Connects to inner core of values
- ✓ Should provide a stretch, which is achievable
- ✓ Links back to past stories of success
- ✓ Links forward to future victories



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# Vision: Qualities

Aligns –

- ✓ Provides a context for future work
- ✓ Informs particular actions of specific individuals
- ✓ Guides the strategic, goal setting and budgeting processes
- ✓ Connects teams, units and divisions in a manner to carry out supportive work
- ✓ Messages stakeholders, partners and potential collaborators of direction



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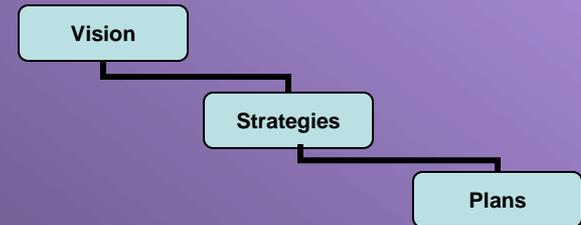
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# Vision to Strategy

## From vision to strategy

- Multi-level change process
- Context, Timeframe, Skills, Products
- Preferences – yours and theirs
- Ceilings and floors
- Learn from the process



**“The Plan is Nothing,  
Planning is Everything.”**  
**Dwight D. Eisenhower**



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# Most important leadership qualities

1. Honesty and integrity
2. Clearly communicates expectations
3. Recognizes and rewards achievement
4. Adapts to changing circumstances
5. Inspires others
6. Right people in right roles at right time
7. Passion to succeed
8. Articulates long-term vision
9. Persuades and encourages others
10. Accepts responsibility for successes and failures

# Leading and Motivating

## Chapter One: Building Blocks of Leadership

## Leadership Myths and Realities

Leadership is the ability to **influence** others to achieve a common goal

### Leadership Myths

- ✓ Leaders are born, not made
- ✓ Leaders are only found at the top of an organization
- ✓ Leaders direct and manipulate others

### Leadership Realities

- ✓ Leadership is a skill that can be learned
- ✓ Leaders are found throughout an organization
- ✓ Leaders inspire and empower others

## Overview of Skills

Many factors contribute to building leadership skills.  
We will look at eight in particular:



No one single factor makes a leader; these factors work together to build leaders

1. Develop drive
2. Increase self-knowledge
3. Take risks
4. Have and share a vision
5. Facilitate change
6. Build relationships
7. Turn failure into opportunity
8. Demonstrate competence

# 1. Develop Drive

Drive is self-motivation in action. It is the urge to continually accomplish, learn and move forward. It means being genuinely excited about your work.



- New employees have higher drive and enthusiasm, which typically declines over time
- The drive of rising leaders doesn't decline - they stand out because they remain excited about work, love challenges, and love learning new things

## Tips to Develop Drive

The key to developing your own drive is making your work consistent with your personal value system. If you're not working for something you believe in, you're just going through the motions.

Follow these tips to increase your level of drive:

- Delegate duties that drag you down
- Talk with others who share your interests
- Help others
- Engage in invigorating activities outside of work
- Exercise and eat well
- Clarify and adjust your vision



## 2. Increase Self-Knowledge

**Self-knowledge is having clarity about your values, strengths, weaknesses, areas of knowledge, and limitations**



- Values are **beliefs** about what is most important in life and what is right and wrong
- When your values **align** with the work you are doing, the drive to excel will naturally fall into place
- When one of your values is violated, you'll feel **uncomfortable** and want to change the situation to support your values
- When one of your values is violated and you don't feel uncomfortable, then perhaps it isn't an **important** value to you

## 3. Take Risks

**Strong leaders take calculated risks. Risk is defined as making a decision involving unknown outcomes.**

### Types of risk:

- **Financial** — greater risk can mean greater reward
- **Market status** — your decision may affect your market share
- **Strategy** — your organization may not be able to carry out the decisions you make
- **Personal reputation** — decisions may negatively affect your reputation



## How to Take a Calculated Risk

Successful risk-taking involves being able to identify the upside and downside of each option accurately



### How to take a calculated risk

- Analyze the situation, the consequences, and the probability of **failure** prior to making the decision

### Be able to answer these questions:

- What are all the **options**? What is the opportunity-to-cost ratio?
- What are the potential consequences of **choosing** the option you're considering?
- What are the potential consequences of **not choosing** the option you're considering?



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## 4. Have and Share a Vision

**Vision is the ability to imagine the organization's future — and inspire others to work towards achieving that future**



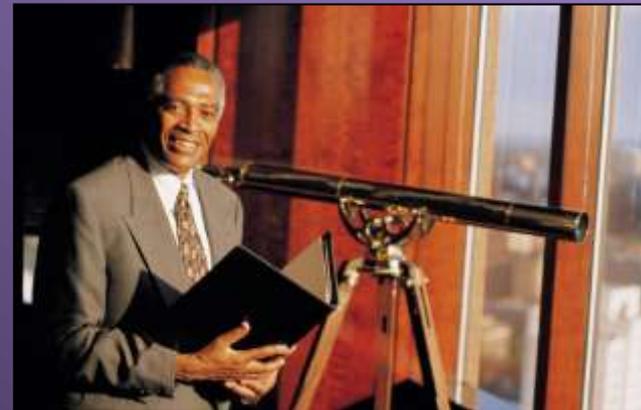
- Leaders are obsessed with **opportunity**
  - New ideas are abundant
  - Leaders continually filter and assess those ideas based on their vision
- Leaders without vision spend much more time **collecting** and **analyzing** information before making a decision, often losing the chance to act on the opportunity
- Leaders with vision jump at opportunities as they are **presented**

## Creating a Shared Vision

If employees are merely told what the vision is, they will have little sense of **ownership** and motivation.

Involve employees in the creation process by having them answer these questions:

- What do we do?
- For whom do we do it?
- How do we do it?
- Why do we do it?



Review the result to make certain it is consistent with your organization's core values and focuses on desired behaviors.

## 5. Facilitate Change

Successful leaders have the ability to facilitate constant change while keeping core values stable. Leaders create a safe environment for change, which encourages both long-term growth and daily productivity.



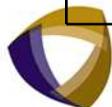
- Let employees know:
  - What is **changing**
  - How it will **impact** them
  - Timeframe for changes
- Communicate constantly
  - Regular communication eases much of the **anxiety** about the changes

## Recognizing Advocates

Successful leaders assess an individual's response to change and tailor their approach to help him/her adapt to the change

To find and cultivate Advocates:

Look for people who:	And apply the following approaches:
Bring energy to the group	Capitalize on positive energy and leadership skills
Volunteer	Assign to mentoring and training positions
Support new ways of thinking	Use as informal deal makers
Understand the sense of urgency	Put in charge of change-related tasks



## Recognizing Ambivalents

Ambivalents are on the fence and need support and encouragement to make the desired changes.

To recognize and encourage Ambivalents:

Look for people who:	And apply the following approaches:
Swing between positive and negative	Validate desired behavior—catch them doing something right
Voice support but don't follow through with actions	Assign responsibility for tasks related to the change
Participate, then pull back	Foster development into a leadership role



## Recognizing Critics

The final response to change is the Critic. Critics may or may not be vocal in their disapproval. Obviously, they are the most difficult to gain support and approval from.

To recognize and persuade Critics:

<b>Look for people who:</b>	<b>And apply the following approaches:</b>
Immediately criticize	Provide a nonthreatening forum to validate feelings
Are in denial or confused	Educate on the realities of the situation
Quickly agree without asking questions	Assign tasks related to the change process
Bad-mouth and support discord	Ask for their input on potential barriers to success



## 6. Build Relationships

**Relationship building includes the ability to motivate others to tackle challenges to achieve your vision. You can build relationships more easily if you demonstrate the following:**

- Empathy
- Emotional intelligence
- Patience
- Trust
- Authenticity
- Ability to build coalitions
- Respect for others and their talents
- Accountability



## Relationship Derailers

The Center for Creative Leadership published a study comparing successful executives with executives who failed. The only **difference** between the groups: interpersonal skills.



### Avoid these traits:

- Arrogance
- Untrustworthiness
- Insensitivity
- Self-centeredness
- Inability to put together a good team

## 7. Turn Failure Into Opportunity

**Strong leaders can take a failure and turn it into an opportunity. They ask, “What can we learn from this?”**

### Tips for turning failure into opportunity

- Change your **perception**/definition of the situation
- Create a **safe** environment for you and team members to ask **questions**
  - What worked?
  - What didn't work?
  - What would you do differently?
  - How can we improve this for future projects?



## 8. Demonstrate Competence

Charisma goes only so far — leaders need to know their business inside and out, to be able to identify trends and stay current in their field.



### To stay current:

- Read publications and websites directly and indirectly related to your **profession/ industry**
- Actively participate in industry **organizations**
- Take on a **special** assignment that will challenge you
- Spend time with **experts** so you can model others who are competent at a skill you are interested in acquiring

## Motivating in a Negative Culture

Some organizations are in constant flux, making it difficult to inspire and motivate employees.



- Be a **buffer** between negativity outside your area and your staff
- Create your own “mini culture” by connecting with other **like-minded** people (avoid naysayers)
- On the other hand, avoid unhealthy agreement and **groupthink** that may get you stuck in a unproductive place
- Create/keep **stability** where you can: for example, workgroup traditions such as monthly birthday celebrations



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# Collaborative Partnerships

# Collaboration Preconditions

- **Enough common ground**
- **Understanding of others**
- **Flexibility**
- **Willingness to share**
- **Balance of relationships and tasks**
- **Ability to tolerate different styles**
- **Transparent rewards and costs**

# Partnering Good Practices

1. Energy transfer – Cheerleading
2. New culture and development – Form, Storm, Norm, Perform
3. Listen to the new voice
4. Recognizing and attending to varying styles
5. Share power early; trust building; joint ownership
6. Planning for sustainability



Source: Developing Alliances to Improve Health and Education: Reflections of Leaders from EDC's Health and Human Development Programs Education Development Center, Inc., Health and Human Development Programs, 55 Chapel Street, Newton, MA <http://www.edc.org>.

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# Collaborating and Partnering

- Before jumping headlong into this way of working, remember that it is very resource intensive.
- And involves a great deal of “butt equity” – your butt in meetings you don’t want to attend, struggling to reach the win-win solution.



# Building a Business Case

# Definition of a Business Case

- A Business Case is:
  - The financial impact of spending money. – *The Computer Language Company Inc., 2009*
  - An explanation of how a new project or product is going to be successful and why people should invest money in it. – *Lexicon Financial Times LTD, 2009*
  - A structured proposal for business improvement that functions as a decision package for decision-makers. – *Visitask, Project management training and resources., 2009*
  - The “story”: what’s happening and why; concise; relevant; robust; the source document for many other materials. – *C2K Consulting., 2009*
- No matter what industry, a **business case is a proposal for change that provides justification for the cost**. It provides the problem or opportunity, the costs and benefits of each alternative solution, and the recommended solution for approval.
- Essentially a business case:
  - States the problem
  - Proposes a solution
  - Identifies how much it will cost to implement
  - Demonstrates what the value will be (ROI)



# Business Case Elements

## *5 Key Content Areas*

- Need and Strategic Fit – Provide the problem statement and statement of how the proposed initiative aligns with the organization’s goals.
- Program Objectives – “*if – then*” – Identify measurable objectives of the proposal. Include inputs and outputs of the solution. Remember, health care is *data-driven*!
- Appraisal of Considered Options - Let others know all of the possible options that have been considered to meet the specific need. Include assumptions and facts that drive them as well as costs associated with the options. Builds credibility.
- Affordability – Provide details for expected costs, when they will occur, how they will be monitored, who will pay, any risk allowances that may be, expected savings/earnings (ROI), cash flow, and contingency allowances (as necessary).
- Achievability – Provide information on both successes and failures, and what will be done to avoid the same pitfalls of previous projects. List the primary and secondary stakeholder groups as well as process champions and project sponsors.



# Business Case Elements

## *Tips for Delivery*

- Credibility of the presenter of the business case is important. What do the key decision makers think about the credibility of the presenter?
- Framing the proposal so it appeals to the interests of the stakeholders. Do the goals of the initiative align with those who need to be persuaded?
- Vivid language and compelling evidence go a long way! Executive Summary (elevator speech) is an important tool. Evidence is critical, especially when presenting to data driven group (i.e. financial executives, medical directors, researchers, etc.).
- Connecting with the audience is a core element of any persuading presentation. Everyone wants to vote for the solution that moves them.



# Business Case Structure

## *Important Elements to Include*

- Executive Summary – This is essentially your elevator speech. Imagine delivering it in 90 seconds or less.
  - What is the alarming problem that needs to be addressed?
  - What is the amazing solution you have to the problem?
  - What overwhelming benefit will be realized by your solution?
- Current Situation – Describes the problem and why it is problematic
- Proposal – This is the main part of your proposal that highlights the core content outlined earlier (solution, cost, return)
- Financial Proof – Data and evidence speak volumes
- Conclusion – It is a fact that most people remember what you said last so say it again
- Supporting Materials – Industry research or other information that will be helpful



# Succession Planning

# Keys to success



Wide and deep pipeline



Identify key positions



Actively develop rising stars



Evaluate results and values



Share information with employees



Determine “fit”



Spend ample time



Review and revise



# The “how”

- Coaching
- Mentoring
- Action learning
- Special assignments
- Delegation

# Delegation

# Delegation

- Make the delegation
- Request an action plan
- Mutually review the action plan
- Make milestone checks as appropriate
- Conduct prompt review

# Questions