School Nurse: A leader in health promotion
Objectives

• Prepare the School Health Nurse to cope with the complexity inherent in health care by becoming a strong leader.

• Empower School Health Nurses to take part in leading and coordinating the implementation of school health programs.

• Enable the Nurses to become skilled collaborators who can lead interdisciplinary teams to accomplish great things.
Course Outline

- Introduction
- Leadership Roles of a School Health Nurse
- Leadership Functions in coordinating School Health Programs
- Introduction to Leadership (Leader vs. Manager)
Continuation...

- Leadership Styles
- Theories of Leadership
- New Leadership Approaches
- Skills for Effective Leadership
- Servant Leader
- Cross-Cultural Management Skills
- Synthesis
- Conclusion
Family and School Health Vision: Healthy kids, healthy lives

Our strategies include:

• Enabling children and adolescents to develop healthy behaviors and adopt healthy lifestyles
• Improving health outcomes for children and adolescents by working closely with our partners
Continuation...

- Improving the access of children to school health services
- *Improving Children and young people health outcomes through the provision of school health services that are continually improving*

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Leadership Roles of A School Health Nurse

• The school nurse provides leadership for the provision of health services.

• The school nurse serves in a leadership role for health policies and programs.

• The school nurse serves as a liaison between school personnel, family, community, and health care providers.
Leadership Functions In Coordinating School Health Programs

• Health Services
  – serves as the coordinator of the health services program and provides nursing care

• Health Education
  – provides health education to students, staff and parents
Continuation...

- Healthy Environment
  - identifies health and safety concerns in the school environment and promotes a nurturing social environment
- Nutritional Services
  - supports healthy food services programs
Leadership Functions
In Coordinating School Health Programs

- Physical Education/Activity
  - promotes healthy physical education, sports policies and practices
- Counseling
  - provides health counseling, assesses mental health needs, provides interventions and refers students to appropriate school staff or community agencies
Continuation...

• Parent/Community Involvement
  – promotes community involvement in assuring a healthy school, serves as school liaison to a health advisory committee

• Staff Wellness
  – provides health education and counseling, promote healthy activities and environment for school staff

Nurses for a Healthier Tomorrow 2006
http://www.nursesource.org/school.html
Introduction to Leadership
Leader vs. Manager

• Leader
  – people who “mobilize others to want to get extraordinary things done” Kouzes and Posner 2007
  – motivates others to want to change
  – Being a leader need not be designated in a job title
  – expected to help a group meet its goals, which involves taking risks and making unpopular decisions at times
  – trustworthy, have integrity, possess strong communication skills, & committed
Introduction to Leadership
Leader vs. Manager

- **Manager**
  - identified by a job title
  - manage people and systems
  - has the responsibility to work within the health care environment to accomplish the goals of the organization
  - has been given formal authority to act on behalf of the needs of the organization
  - has recourse to take action against subordinates who do not comply with directives
Leadership Styles

Authoritarian leaders

• those who prefer telling or directing others to do something
• The emphasis is on accomplishing the task
• This style does not make use of what the followers have to offer
• “old school” style and can limit what the group is willing to do
• can be necessary in some crisis situations
Leadership Styles

**Democratic** leaders

- allow for group discussion when choosing a course of action, looking for consensus, or majority rule
- They seek input and form relationships with members of the group
- The democratic approach can slow the decision-making process if it is not well organized
- Subgroups within the group can be lost or become obstacles without good facilitation by the leader
Leadership Styles

Laissez-Faire

- is a French term meaning “hands off”
- It refers to a leadership style in which the group is allowed to manage itself
- This strategy can be positive when the group is composed of highly independent professionals
- can create problems when it comes about since the leader is vacant in spirit
Theories of Leadership

Fiedler’s Contingency Theory

• addresses the idea that leadership must match the needs of the situation

• Three main variables
  1) leader-member relationship
  2) task structure
  3) position power

This theory states that leaders/managers can use either a task-oriented or relationship-oriented style, depending on the degree of favorableness of the situation
Theories of Leadership

• Hersey-Blanchard’s Tri-dimensional Model
  – makes use of the variable quality of the leader-member relationship and the task with follower readiness
  – leadership styles can range from authoritarian (leader directed) to democratic (follower directed)
  – The original model proposed four styles: telling, selling, participating, and delegating
  – The revised model adds variation in approach based on characteristics of the followers

(Southwest Educational Development Laboratory, n. d.).
New leadership Approaches

• Transformational Leadership Theory
  Burns in the late 1970s (Huber, 2006)

Two types of leadership behaviors

1. Transactional leaders
   - Are focused on maintaining the status quo. They work on a system of exchanges or transactions with people in the group
   - Much of the day-to-day work of a nurse manager is transactional: scheduling, budgeting, etc.
   - does not result in real change
New leadership Approaches

- Transformational Leadership Theory
  Burns in the late 1970s (Huber, 2006)

2. Transformational leaders
   - seek a larger vision
   - change the culture of the organization by encouraging followers to set high expectations
   - empower their group members to reach their optimal potential
   - develop collegial relationships and promote positive self-esteem
   - a group rises above and beyond
New leadership Approaches

- Quantum or Chaos Leadership Theory
  - recognizes the complexity and multidimensionality of the current health care system
  - small changes in beginning conditions can result in major divergence in direction
  - as systems and changes are non-linear it is impossible to predict what will happen
  - Leaders need to have creativity and flexibility
  - create connective relationships within the system that nurture and support all involved
Skills for Effective Leadership and Management
Covey’s Seven Habits of Highly Effective People

• Be Proactive
  – Nurses must look ahead and take action to make improvements

• Begin With the End in Mind
  – Nurse leaders must know where they are going, or they may never get there

• Put First Things First
  – Nurses must appropriately develop priorities
Skills for Effective Leadership and Management
Covey’s Seven Habits of Highly Effective People

• **Think Win-Win**
  – Nurses must seek ways to satisfy many needs without impinging on other rights

• **Seek First to Understand, Then to Be Understood**
  – Nurses’ understanding of multiple perspectives allows for better solutions

• **Synergize**
  – Make connections; Seek to find solutions that are in harmony with others
Skills for Effective Leadership and Management

Covey’s Seven Habits of Highly Effective People

• **Sharpen the Saw**

  – There is a story about a man cutting down a tree. He had been sawing the tree all day. Another man came up to him and suggested he sharpen the saw. The first man refused, stating it would take too much time away from his sawing.

  – Nurses must seek to identify systems that are inefficient, ineffective, or just plainly do not work.

  – Nurses must also look within for opportunities for self-improvement (as cited in 12 Manage, 2007)

- **Model the Way**
  - Nurse leaders should lead by example

- **Inspire a Shared Vision**
  - Nurse leaders must help their groups have ownership and buy-in

- **Challenge the Process**
  - Strong leaders constantly look for opportunities for improvement
Continuation...

• Enable Others to Act
  – Nurses must support others, fostering a spirit of collaboration and cooperation

• Encourage the Heart
  – Saying “thank you” goes a long way
Servant leadership
Greenleaf

• Not only do the followers serve the leader, but the leader serves the followers
• ten characteristics/skills a leader
  - Listening
  - Empathy
  - Healing
  - Awareness
  - Commitment to the growth of people
  - Persuasion Building community

(Spears, 2002)
Key Ingredients in Successful Nursing Leadership

- Generating and sustaining an absolute sense of trust
- Building and communicating a guiding vision
- Knowing your stuff
- Taking care of your people
- Admitting mistakes
- Believing in the power of the team
- Modeling the way
- Passion (commitment, optimism, faith, and hope)
Ten Key Cross-Cultural Management Skills

1. Self-knowledge
2. Global thinking
3. Cultural curiosity
4. Flexibility
5. Inclusivity
6. Managing diversity
7. Interpersonal communication
8. Motivational leadership
9. Credibility
10. Patience
Nursing Application

• Authentic leadership is a key element in a healthy work environment
• Authentic leaders have been called the “glue” needed to create a successful work environment;
• Attributes of effective leaders
  – genuineness,
  – trustworthiness,
  – reliability,
  – compassion, and
  – Believability
  – (American Association of Critical Care Nurses, n. d.).
Nursing Research

• Research has found that leaders in nursing are not always those who have more experience
• Most important qualities of a leader
  – clinical competence
  – clinical knowledge
  – approachability
  – motivation
  – empowerment
Continuation...

- decision-making
- effective communication
- being a role model
- visibility were found to be

In addition, it was found that the approach nurses take to leadership is congruent with their values and beliefs about nursing care
Nursing Skills

• Communication skills are of utmost importance.
• Effective leaders disclose information and strive for open communication without secrets.
• They give credit and praise freely, remembering to say thank you.
• Nurse leaders should value relationships within the group and show concern for others.
• Leaders must trust and earn trust.
• They must listen and be supportive.
• Timeliness shows respect for others.
Synthesis

1. A strong commitment to holistic care prepares nurses to possess leadership qualities
2. School Health Nurses must continue to build their leadership skills and to apply these techniques within the health care setting and beyond
3. Effective nursing leaders are broad thinkers who look at the big picture. They take care of problems, which if ignored could cause the group to lose trust
4. Nurses must lead with creativity, while not being afraid to take risks
Conclusion

"Leadership is not so much about technique and methods as it is about opening the heart. Leadership is about inspiration—of oneself and of others. Great leadership is about human experiences, not processes. Leadership is not a formula or a program, it is a human activity that comes from the heart and considers the hearts of others. It is an attitude, not a routine."

» Lance Secretan, Industry Week, October 12, 1998
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