

# Inspiring Leadership

## Leading self; leading with others in a palliative care setting

Authors: Claire O'Neill, Lead Nurse for Palliative Care, NHS Greater Glasgow and Clyde, Jane Miller, Education Facilitator/Clinical Nurse Specialist, Prince and Princess of Wales Hospice, Susan Jackson, Clinical Effectiveness Lead, Accord Hospice and Fiona Wylie, Senior Nurse for Strategy Implementation, Prince and Princess of Wales Hospice

### Background

Palliative Care Band 6 Clinical Nurse Specialists are working in a time of organisational change within increasing complexity around their specialist role. CNSs and, in particular, newly appointed staff, have reported feeling more vulnerable and stressed whilst struggling to cope to deliver the same quality of care to patients and their families. In response to this an NHSGGC Palliative Care Leadership Steering Group was established in partnership with NES Leadership Unit.

### Aim

To plan, deliver and evaluate a Leadership Programme for Palliative Care Band 6 Clinical Nurse Specialists, with optional accreditation at level 11 from Glasgow Caledonian University.

### Methods

Initially two focus group meetings with Palliative Care Band 6 Clinical Nurse Specialists identified their leadership learning needs. Table 1 lists the focus group themes.

A 12-month Leadership Programme was subsequently developed based on the identified leadership learning needs with the aim to provide a safe space for participants to share and learn from each other.

The six NHSGGC hospices and NHSGGC Hospital Palliative Care Teams (HPCTs) were invited to nominate Palliative Care Band 6 Clinical Nurse Specialists to join the Programme.

Table 1: Themes from the focus groups

Heightened awareness of national and local strategic initiatives that support leadership within healthcare organisations
How to work with different leadership styles
People and time management skills
Positive language around change and embracing new challenges
Being aware of resources that offer support to the team to take forward projects working in partnership with others
The role of shadowing and mentoring and how this can support the practitioner in their new role
Learning to cope with the pressures of being an autonomous practitioner and the importance of self-awareness in both their level of responsibility and their boundaries
Providing examples of tools to enable self-reflection
Learning how to support and influence staff to reduce stress levels
Measures to support and protect oneself against burnout and feeling burdened
Overcoming negative attitude of others
Skills enabling you to challenge the status quo



Cohort 1 - Focus Group Participants



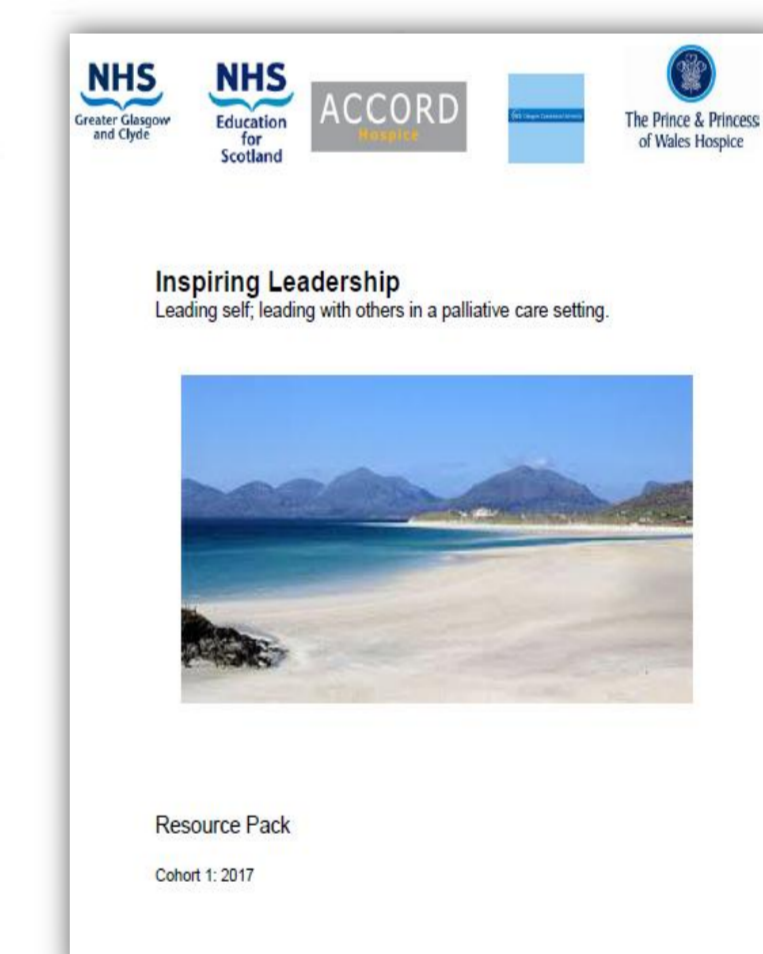
Cohort 1 - Focus Group

### The participants have attended master classes on:

- Understanding Myers Briggs and Working with Differences (the participants undertook Myers Briggs questionnaire in advance of the workshop)
- Understanding Quality Improvement Methodology
- Influencing skills
- 360° review with feedback sessions linking with PDPs
- Action Learning Sets

### Learning techniques:

- Shadowing opportunities
- Work based QI project
- Resource pack



Programme Resource pack

### Results

In total 10 Clinical Nurse Specialists signed up for the 12month programme which commenced on 19 January 2017. To date, eight nurses remain on the programme (two have left the NHSGGC area).

There is a robust evaluation plan including facilitators, the participants, their peers and managers to ascertain perceived impact on practice as a result of the programme. Initial feedback from the master classes has been favourable. (See participant feedback 1 + 2)

"I now feel confident to review my influencing skills and practice them until they become second nature"

Participant Feedback 1

### Participant Feedback 2

"Great insight into quality improvement and practical skills to help me initiate, QI project"

### Conclusion and Recommendations

It is envisaged that this work will provide a foundation to support greater successional planning throughout Palliative Care nursing. A key goal of this Programme is to evaluate if it is replicable for future cohorts of Palliative Care Nurses across Scotland.

### Acknowledgements

The participants of Cohort 1 Inspiring Leadership Programme, Hazel M Mackenzie Consulting Individual, Team, Organisation Development, NES Leadership Unit.