Leadership practices of Advanced Nurse Practitioners – A case study Analysis

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Aim

To explore the expressed views on leadership of the participants
Background

• Nurses have not historically been seen as leaders
Advanced Practice: Four Pillars
Social Constructionist

• We were interested in their views as a community and so our underpinning theoretical perspective acknowledged this.

• An intersubjective reality created by discourse between individuals and which constructs their identity within the social environment.
Methodology

• Case exploration is an established approach used within clinical healthcare practice.

• A combined instrumental and collective case study
Methods

• Eight participants were interviewed

• The data was initially analysed individually and then compared with the other participants; employing a structured thematic analysis.
Participant ANPs

- DGH Male 2 years as ANP
- Community Specialist Female 3 years as ANP
- General Practice Female 5 years as ANP
- General Practice Female 18 years as NP/ANP
- General Practice Female 25 years as NP/ANP
- A&E Female 3 years as ANP
- General Practice Male 10 years as ANP
- A&E Male 2 years as ANP
Placement on the leadership pyramid:

- **Leadership**: Nature/Nurture: Confidence: Autonomy

- I am the absolute, pinnacle leader.
- I will lead, but I’m still very happy to do the basic.
- You could take ten random people and teach them the same things about leadership but only one of them would be a really outstanding leader.
- I have that knowledge to say and that confidence to say.
Motivating the team:

- **Leadership qualities:** Role Model: Leading Others: Empowering Others: Communication: Resolving Conflict: Line Management: Support for you as a Leader

- As well as offering leadership we’re nourishing leadership.
- See me as somebody they can model themselves on.
- Understanding people and understanding the way different people function.
- So much easier to lead.. If they have the same values and beliefs.
- They know how to manage services.. It’s a bit different to having real leadership qualities.
- Listen to their feedback, take their ideas on board, try to involve people as much as possible’.
Retreating to the safety of the nursing profession: Credibility

**Credibility: Basic Nursing Care: Knowledge**

- You need credibility and that’s why I’ve got here because I can do the job. I can do the job really well.

- You are actually doing the same but maybe you bring that extra knowledge in as well.

- I just feel that my knowledge level is different and I probably see things differently.
Assumed and Accepted Medical Hierarchy: Doctors

- **Doctors: Disempowered**
  - Sometimes for other professionals it’s quite hard to infiltrate.
  - They still know that I’m not a doctor.
  - It’s been three years of a battle, of people understanding what an ANP is.
  - You don’t have to be nominated as a leader.
ANP’s impact on patient outcomes: Managing Change

• **Managing Change: Networking: Save Money; Maintain Quality and Governance**

• People don’t cope with change very well.

• That sort of networking really helps your confidence.

• I think, particularly in the current climate, we’ve got lots of constraints on our work, financial constraints, we don’t have enough resources.

• One goal is obviously governance for the patient.

• There’s always someone above you putting pressure on you to achieve those targets.
Discussion

• Nursing leading nurses
Discussion

• Locus of Control
Value for money

Dear Chief Secretary,
I’m afraid there is no money. Kind regards - and good luck!

Liam

HM TREASURY
Discussion

• Impact on patient outcomes
Limitations and recommendations

• Small study; Single interview; Self-report
• Applied and consistent leadership education
• Longitudinal study
• Wider geographical representation
• Action research
Conclusion

• Exemplary leadership
• ‘challenge the process’