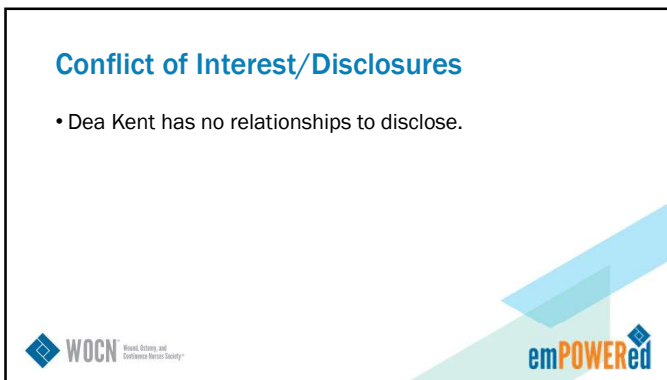
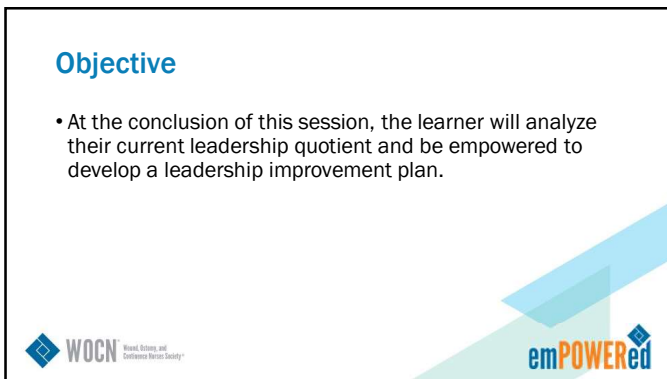




1



2



3

No shortage on leadership advice

Leadership is action, not position.

"Leadership's not a title. It's a behavior. Live it." - Robin Sharma

EMPOWER PEOPLE INSPIRE PEOPLE
LEADERSHIP
LEAD CHANGE SHARED VISION

Good Leader

WOCN World, Online, and Conference Nurses Society

emPOWERed

4

And many think they are not a leader...

NOT LEADERSHIP

10 Easy Ways to Know You're Not a Leader

NOT EVERYONE IS A LEADER

WOCN World, Online, and Conference Nurses Society

emPOWERed

5

But, ultimately, here is the truth:

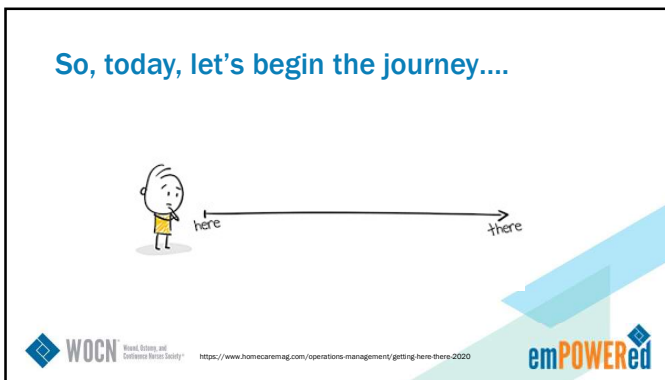
WOCN World, Online, and Conference Nurses Society

emPOWERed

6




7



8

Future of Nursing 2020-2030

- *The Future of Nursing 2020–2030: Charting a Path to Achieve Health Equity*, recently released by National Academy of Medicine, formerly IOM (Institute of Medicine)
- 2011 report focused on building capacity of workforce and nursing practice to full extent of education.
- Current report focuses on social determinants of health, health equity, meeting social needs of individuals and families and need for nursing leaders to lead efforts.
- Committee developed 10 outcomes based on implementation of the report.







9

Future of Nursing 2020-2030

- Particular to the WOC role are:

“Nurses are prepared to act individually, through teams, and across sectors to meet challenges associated with an aging population, access to primary care, mental and behavioral health problems, structural racism, high maternal mortality and morbidity, and elimination of the disproportionate disease burden carried by specific segments of the population.”


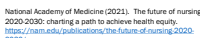





10

Future of Nursing 2020-2030

- Particular to the WOC role are:

“Nurses focus on preventive person-centered care and have an orientation toward innovation, always seeking new opportunities for growth and development. They expand their roles, work in new settings and in new ways and markedly expand their partnerships connecting health and health care with all individuals and communities.”







11

Leadership in Practice

Exploring Two Leadership Styles

- Transformational Leadership/ Exemplary Leadership
- Servant Leadership


12

Transformational Leadership

Transformational leadership is an integrative style of leadership as well as a set of competencies.

- The Transformational Leadership style is identified by an enthusiastic, emotionally mature, visionary and courageous lifelong learner who inspires and motivates by empowering and developing followers.
- Competencies essential to the transformational leader include emotional intelligence, communication, collaboration, coaching and mentoring.

Fischer, S.A. (2016). Transformational leadership in nursing: a concept analysis. *Journal of Advanced Nursing*, 72(11), 2644-2653.




13

The Five Practices of Exemplary Leadership® Model

Kouzes and Posner (2017), developed the Exemplary Leadership Model and described 5 notable practices of transformational leadership:

- Modeling the way
- Inspiring a shared vision
- Challenging the process
- Enabling others to act
- Encouraging the heart

Kouzes, J., & Posner, B. (2017). *The leadership challenge: how to make extraordinary things happen in organizations* (8th ed). Wiley.



14

The Five Practices of Exemplary Leadership® Model, Continued


Model the Way

- Leaders establish principles concerning the way people (constituents, peers, colleagues, and customers alike) should be treated and the way they should pursue goals. Leaders create standards of excellence and set an example for others to follow. They put up signposts when people feel unsure of where to go or how to get there. Leaders create opportunities for victory.

Inspire a Shared Vision

- Leaders passionately believe they can make a difference. They envision the future and create an ideal and unique image of what the organization can become. Through their magnetism and persuasion, leaders enlist others in their dreams. They breathe life into their visions and get people to see exciting possibilities for the future.

<https://www.leadershipchallenge.com/research/five-practices.aspx>



15

The Five Practices of Exemplary Leadership® Model, Continued

Challenge the Process

- Leaders search for opportunities to change the status quo. They look for innovative ways to improve the organization. In doing so, they experiment and take risks. Since complex change threatens to overwhelm people and stifle action, leaders set interim goals so that people can achieve small wins as they work toward larger objectives. Effective leaders unravel bureaucracy when it impedes action. And, because leaders know that taking risks involves mistakes and failures, they accept occasional disappointments as opportunities to learn.



World, Online, and
Conference Network Society

<https://www.leadershipchallenge.com/research/five-practices.aspx>



16

The Five Practices of Exemplary Leadership® Model, Continued

Enable Others to Act

- Leaders foster collaboration and build spirited teams. They actively involve others. Leaders understand that mutual respect sustains extraordinary efforts. They strive to create an atmosphere of trust and human dignity. They strengthen others, making each person feel capable and powerful.

Encourage the Heart

- Accomplishing extraordinary things in organizations is hard work. To keep hope and determination alive, leaders recognize the contributions that individuals make. In every winning team, the members need to share in the rewards of their efforts, so leaders celebrate accomplishments. They make people feel like heroes.



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Conference Network Society

<https://www.leadershipchallenge.com/research/five-practices.aspx>



17

Servant Leadership

“The servant leader is servant first. It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead.” (Greenleaf, 1970)



World, Online, and
Conference Network Society

Greenleaf, R. (2002). The servant as leader. 1977. Kippenberger, T. Leadership Styles. Oxford: Capstone Publishing.





18

Defining Servant Leadership

Servant leadership is

- (1) an other-oriented approach to leadership
- (2) manifested through one-on-one prioritizing of follower individual needs and interests, and
- (3) outward reorienting of their concern for self towards concern for others within the organization and the larger community.

Eva, N., et al. (2019). Servant Leadership: A systematic review and call for future research. *The Leadership Quarterly*, 30(1), 111-132.

19

Characteristics of Servant Leaders

1. Listening	6. Conceptualization
2. Empathy	7. Foresight
3. Healing	8. Stewardship
4. Awareness	9. Commitment to others' growth
5. Persuasion	10. Community builders

Fahberg, B. & Toomey, R. (2016). Servant leadership. *Nursing*, 46(10), 49-52.
Spears, L. (2004). Practicing servant leadership. *Leader to Leader*, 2004(34), 7-11.






20

Practices for Servant Leaders

1. Develop your vision
2. Listen and learn before speaking and acting
3. Envision and invest in others' greatness
4. Give away your power
5. Build community by cultivating strategic relationships

Boone, L. W., & Makhani, S. (2012). Five Necessary Attitudes of a Servant Leader. *Review of Business*, 33(1), 83-96.
Fahberg, B. & Toomey, R. (2016). Servant leadership. *Nursing*, 46(10), 49-52.

21


Characteristics of Transformational Leaders

- Trustworthy
- Respectful
- Adaptable
- Nurturing
- Stable
- Facilitator
- Optimistic
- Reliable
- Motivational
- Active listener
- Team-oriented
- Inspirational
- Organized
- Negotiator
- Assertive
- Legitimate
- Life-long learner
- Emotionally intelligent
- Appreciative
- Delegator
- Effective communicator
- Risk-taker






22

WOCN Society Core Values



Integrity
Leadership
Knowledge

Wound, Ostomy and Continence Nurses Society. (2018) Wound, ostomy and continence nursing scopes and standards. (2nd ed.). Mt. Laurel, NJ

23

WOCN Society Core Values

Integrity:
WOC nurses are uncompromised in their dedication to being a trusted, unbiased, and credible source of evidence-based information, care, and expertise

Leadership:
WOC nurse are stewards of excellence with a common passion for mutual respect, shared experiences, and lifelong learning.

Knowledge:
WOC nurses demonstrate a continued commitment to education and research to generate and disseminate knowledge that improves patient outcomes.

Wound, Ostomy and Continence Nurses Society. (2018) Wound, ostomy and continence nursing scopes and standards. (2nd ed.). Mt. Laurel, NJ




24

WOCN Drivers

Advocacy

- Public Policy & Advocacy Committee
- Access to Wound, Ostomy & Continence Supplies
- Payment Reform
- Nursing Workforce and Education
- Quality of Care Initiatives

Education

- Continuing education courses
- Webcasts
- Podcasts
- JWOCN articles
- Certification review courses

Research

- JWOCN






25

Professional Development for WOC Nurse Leaders

- WOC Practice requires life-long learning: JWOCN, WOCNext, webinars, continuous education programs
- Involvement in professional activities can provide professional growth where opportunities are available to become a committee member to work on important projects, develop strategies to enhance care delivery, as well as opportunities to develop relationships with other WOC nurse specialists.

Wound, Ostomy and Continence Nurses Society, (2018) Wound, ostomy and continence nursing scopes and standards, (2nd ed.), Mt. Laurel, NJ

26

WOCN Committees



Accreditation	Membership Engagement
Education	NCPC
Executive	WOC Extender
Finance	Public Policy & Advocacy
Leadership Development	Scholarship




27

WOCN Task Forces



- Quality Improvement
- Center for Medicare/Medicaid Innovation (CMMI)
- Wound Care Guidelines
- Region & Affiliate Task Force

28

WOC Nurse Leader in Practice



- Collaborates with the health care consumer, family members, and other health care providers to develop individualized care plans and outcomes
- Implements and markets the role of the WOC nurse
- Provides evidence-based care to promote quality, effective and safe care and practice, and optimal outcomes for health care consumers who are culturally, socioeconomically, and geographically diverse

29

WOC Nurse Leader in Practice

- Preventing complications and reducing readmissions
- Using proactive risk management strategies to reduce health care-acquired injuries
- Educating staff to improve the quality, effectiveness, and safety of care; and staff productivity, competency, and efficiency





30

WOC Nurse Leader in Practice

- Using advanced technology for prevention, diagnosis, and treatment of wound, ostomy, and/or continence problems
- Coordinating care to promote continuity across health care settings
- Translating research into practice

Wound, Ostomy and Continence Nurses Society. (2018) Wound, ostomy and continence nursing scopes and standards. (2nd ed.). Mt. Laurel, NJ: Author




31

WOC Nurse Leader in Practice

- Developing metrics for quality outcomes
- Establishing standards for documentation and practice
- Developing formularies for supply management

Wound, Ostomy and Continence Nurses Society. (2018) Wound, ostomy and continence nursing scopes and standards. (2nd ed.). Mt. Laurel, NJ: Author




32

5 Roles of the WOC Nurse Leader

- Expert Clinician
- Educator
- Consultant
- Researcher
- Administrator



Wound, Ostomy and Continence Nurses Society. (2018) Wound, ostomy and continence nursing scopes and standards. (2nd ed.). Mt. Laurel, NJ: Author



33

WOC Nurses Impact Change



- Provide and interpret evidence-based tools for staff nurses for decision support
- Evaluate new products (*value analysis)
- Connect patients with supply resources to reduce ED visits
- Provide follow-up care post-discharge
- Assist surgeons and infection prevention practitioner in SSI reduction

34

Role of the WOC Nurse-Expert Clinician



- Delivers expert evidence-based care to patient with WOC nurse needs/foot and nail care
- Provide evidence-based practice to patients with WOC needs
- Connect patients with supply resources to reduce ED visits
- Provide follow-up care post-discharge
- Assist surgeons and infection prevention practitioner in SSI reduction

35

Role of the WOC Nurse - Educator


- Develops and executes education programs linked to nurse sensitive indicators (e.g. pressure injury, CAUTI)
- Incorporates WOCN Society programs into education (e.g., algorithms, clinical practice documents)
- Develops evidence-based protocols/guidelines
- Promotes WOCN Society scholarships
- Increase learning opportunities for educationally diverse providers by engaging WOC practice extenders
 - ✓ Wound Treatment Associate Coordinator (WTA)
 - ✓ Ostomy Care Associate Coordinator (OCA)

36

Role of the WOC Nurse - Administrator


- WOC Nurses can play a pivotal role in the value analysis process because they :
 - ✓ Possess high-level group facilitations skills and expertise on large number of medical products
 - ✓ Contribute business acumen skills that encompass product consolidation and standardization
 - ✓ Perform comprehensive literature reviews on best practices followed by the execution of efficient product evaluations
 - ✓ Use cross-departmental relations to influence stakeholders when conflict arises



37

Role of the WOC Nurse - Consultant


- Collaborates with all healthcare professionals to develop goals of care to reduce length of stay and hospital readmissions
- Collaborates with UOAA, ASCRS, ACS, and other likeminded organizations
- Creates strategic alliances to speak with one voice and advocate on behalf of WOC care providers
- Continues efforts in driving the health care agenda forward with public policy and advocacy and government agencies



38

Role of the WOC Nurse - Researcher

- Disseminates new evidence to keep practice up to date
- Creates and synthesize data on specific WOC nursing quality indicators that showcase and quantify WOC nursing impact
- Quantify WOC nursing impact to provide valuable justification of WOC nursing positions



39

Leadership Self-Assessment

Leadership self-assessment			
Building Relationship and Trust	Very Often/Target	Sometimes/Target	Very Often/Target
Establish trust and rapport with others	5	3	1
Demonstrate respect and personal concerns for others	5	3	1
Communicate with respect and accountability	5	3	1
Communicate effectively	5	3	1
Manage conflict effectively	5	3	1
Build and promote a culture of collaboration and teamwork	5	3	1
Identify and connect with others by providing information, advice, knowledge and encouragement	5	3	1
Demonstrate integrity	5	3	1
TOTAL SCORE:	5	3	1
Empowering Others	Very Often/Target	Sometimes/Target	Very Often/Target
Establish trust and rapport with others	5	3	1
Demonstrate respect and personal concerns for others	5	3	1
Communicate with respect and accountability	5	3	1
Communicate effectively	5	3	1
Manage conflict effectively	5	3	1
Build and promote a culture of collaboration and teamwork	5	3	1
Identify and connect with others by providing information, advice, knowledge and encouragement	5	3	1
Demonstrate integrity	5	3	1
TOTAL SCORE:	5	3	1
Establishing a Shared Vision	Very Often/Target	Sometimes/Target	Very Often/Target
Communicate a clear purpose for the organization and personal goals	5	3	1
Communicate a clear vision of the future and its implications	5	3	1
Communicate the organization's strategy and direction	5	3	1
Communicate the organization's values and standards	5	3	1
Communicate the organization's mission and vision	5	3	1
Communicate the organization's vision and mission	5	3	1
Communicate the organization's vision and mission	5	3	1
TOTAL SCORE:	5	3	1






Developing & sustaining nursing leadership best practice guideline, RINAQ, 2014

40

Measure Leadership Skills using Transformational Leadership Model

- Fisher (2017) developed a leadership questionnaire for self reflection and evaluation
- This is designed to be utilized as a guide to develop a leadership plan
- A questionnaire has been provided for you to use






41

Transformational Leadership Questionnaire

Answers:

- Yes - you behave this way most of the time
- Could improve - you behave this way only occasionally
- No - you never behave this way






42

Transformational Leadership Questionnaire

Questions

Do I actively engage with my colleagues at work?
 Do I demonstrate commitment to my practice, my career, my role with patients and colleagues?



 Wound, Ostomy, and Continence Nurses Society  Adapted from Fischer SA (2017) Developing nurses' transformational leadership skills. Nursing Standard. 31, 51, 54-61

43

Transformational Leadership Questionnaire

Questions

Do I frequently think of more efficient ways to do things and follow these through by communicating my ideas with my colleagues and supervisors?
 Do I look for people's positive attributes, assuming the best intentions of others even when they behave in ways I do not understand or like?



 Wound, Ostomy, and Continence Nurses Society  Adapted from Fischer SA (2017) Developing nurses' transformational leadership skills. Nursing Standard. 31, 51, 54-61

44

Transformational Leadership Questionnaire

Questions

Do I volunteer to undertake new tasks at work?
 Do I admit when I am wrong or make a mistake and offer an apology as soon as I can?
 Do I encourage my colleagues to share their thoughts and ideas?
 Do I share what I know with others when it is appropriate to do so?

 Wound, Ostomy, and Continence Nurses Society  Adapted from Fischer SA (2017) Developing nurses' transformational leadership skills. Nursing Standard. 31, 51, 54-61

45



Transformational Leadership Questionnaire

Questions

Do I support my colleagues and my supervisors, both emotionally and by offering to provide assistance when I can?

Do I find ways to respectfully address others when a task is not going to plan or corrections need to be made?

Do I have a regular method of self-care that I prioritize and consistently adhere to?



 Wound, Ostomy, and Continence Nurses Society  Adapted from Fischer SA (2017) Developing nurses' transformational leadership skills. Nursing Standard. 31, 51, 54-61

46

Transformational Leadership Questionnaire

Questions

Do I recognise and take action to prevent burnout when I witness "overcare" or excessive concern about patients or colleagues?



 Wound, Ostomy, and Continence Nurses Society  Adapted from Fischer SA (2017) Developing nurses' transformational leadership skills. Nursing Standard. 31, 51, 54-61

47

Leadership Development Plan

Use this as a guide to plan and evaluate ongoingly




Area for growth	What area do I want to improve?
Objective	How will I know if I have improved?
Learning activity	What actions will I take to improve in this area? Who can support me with this?
Timeline	When will I re-evaluate my progress in this area?

 Wound, Ostomy, and Continence Nurses Society  Adapted from Fischer SA (2017) Developing nurses' transformational leadership skills. Nursing Standard. 31, 51, 54-61

48

Ongoing Evaluation



- Ask for feedback (peers, bosses, trusted advisors/mentors)
- Find little ways to make changes
- Be kind to yourself
- Remember, savor the journey!

49

Suggested Reading List



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Registered Nurses' Association of Ontario (2013). Developing and sustaining Nursing Leadership. Retrieve from: <https://mao.ca/bpe/guidelines/developing-and-sustaining-nursing-leadership>

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53



THANK YOU!

54
