

Transformative Leadership

Collaboration and the Value Proposition

Leading Transformation for Value-based Health Care

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Deborah is the senior vice president for nursing for the Johns Hopkins Health System. She also serves as the vice president of nursing and patient care services for The Johns Hopkins Hospital. As the health system's first senior vice president for nursing, Dr. Baker partners with the chief nursing officers at other hospitals locations to ensure integration of services and alignment with the health system's strategic goals and objectives.



Housekeeping Items

- Today's webinar will last approximately 30 minutes.
- The last 15 minutes will be reserved for audience questions in our Q & A portion.
- Submit questions at any time in chat box appearing on screen and we will address them during the last minutes of the webinar.

Goals of this Webinar

The participants will be able to:

1. Assess the current organizational capacity for value-based health care delivery.
2. Develop new leadership approaches for value-based health care delivery.
3. Transform leadership strategies to lead change within your organization.

The Need for New Leadership Approaches

- Think about the leadership styles and approaches that brought about significant change in the 20th century.
- Need new approaches for leadership in the 21st century.
- Transformative leadership is based on the concept of collaboration and principle of shared leadership

Nursing Leadership Now

Macro and Microsystem Approaches

- Frameworks and Strategies
- Clarity, Connections and Integration of standard work

Healthcare Ecosystem: Role of Nursing Leader

Macrosystem Goals-Healthy Work Environment

- Preventable Harm
- Precision and Population Health
- Quality Outcomes
- Patient Experience
- Strengthening the value proposition of nursing care

Macrosystem Frameworks

- High Reliability Principles
- Just Culture Principles
- Patient and Caregiver-Centered care
- Nursing Value Proposition

High Reliability

- Preoccupation with failure
- Reluctance to simplify
- Sensitivity to operations
- Commitment to resilience

(Sutcliffe, 2007)

Just Culture

- An atmosphere of trust where people are empowered and rewarded for sharing essential safety information

AND

- Clear lines are drawn between acceptable and unacceptable behavior
(Reason, 1997)

Patient and Family- Centered Care

- Based on the recognition that patients and families are essential allies for quality and safety—not only in direct care interactions, but also in quality improvement, safety initiatives, education of health professionals, research, facility design, and policy development.
- Patient and family-centered care leads to better health outcomes, improved patient and family experience of care, better clinician and staff satisfaction, and wiser allocation of resource. (IPFCC, 2018)

The Nursing Value Proposition

Educate executives and financial consultants about the cost of turnover and the ROI on the investment in infrastructure

- Know the numbers
- Robust skill mix and care delivery models
- Adequate support and supply systems with nursing input

Invest in three-five year retention programs

- The power of the stay interview

Healthcare Ecosystem: Role of Nursing Leader

Microsystem goals: Healthy work environment

- Educated and diverse workforce
- Accountability, autonomy and authority
- Innovation and engagement
- Strengthening the value proposition of nursing care

Microsystem Frameworks & Strategies

- Inquiry
 - Move from reacting to choosing/learning and listening
- Emotional Intelligence (Teams)
 - Daniel Goleman – There is a crucial difference between being caught up in a feeling and becoming aware that you are being swept away by it.
 - Socrates – know thyself
- Generational differences and building teams
- Building Resilience
- Change Management - **William Bridges Model (2009)**

Transformative Leadership Goals

- Creating an inspiring vision of the future
- Motivating people to buy in and delivery of vision
- Encourage participation and build commitment
- Managing delivery of vision
- Share information
- Building ever-stronger, trust-based relationships with your people
- Find new ways to solve problems
- Make and learn from mistakes

Thank You!

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