

Title of the symposium: Clinical leadership and intrapreneurship in nursing: professionalism at the bedside

Chair/presenters:

Veerle Duprez, Ghent University Hospital, Belgium (chair)
Sabrina Nachtergaele, University college Artevelde Ghent, Belgium
Nele De Roo, University college Artevelde Ghent, Belgium
Margreet Van der Cingel, University College NHL Stenden Groningen, the Netherlands

Description of the symposium The growing complexity of care requires constant innovation and visionary leadership from healthcare professionals in all positions, and nurses in particular. Contemporary nursing also requires nurses at the bedside to exhibit leadership and innovative behaviour. Participative and transformational leadership styles demonstrated by staff nurses are required to facilitate individual and collective efforts to accomplish shared clinical objectives. To date, there is limited empirical understanding of how nursing clinical leadership and intrapreneurship can be developed, on what it exists in terms of behaviour, and on the role of organizational culture in the demonstration of (clinical) nursing leadership and intrapreneurship.

This symposium **aims** to (1) discuss evidence on the development of competencies for leadership and innovative behaviour in healthcare in hospital nurses in Belgium and the Netherlands; (2) unravel how strategies that develop staff nurse clinical leadership competencies among work; and (3) discuss the role of organizational culture in clinical leadership development.

Set-up of the symposium

Session 1: *Understanding interventions to act as nurse clinical leader: a realist review*

Presenter: Veerle Duprez

Given the benefits of clinical leadership, it is important to strengthen leadership among frontline nurses by targeted strategies. Evaluating how and why these targeted strategies work, or do not work, in certain circumstances is of utmost importance. From the findings of a realist review, this session will answer the following question: How and under which circumstances were strategies successful to foster staff nurses to act as clinical leaders in hospital care? A logic model was developed that explains how certain contexts shape mechanisms, and thus suggest how and why clinical leadership is fostered among nurses. These insights can be used to develop future interventions that enable nurses to act as a clinical leaders, and to fit contextual conditions.

Session 2: *Contextual factors in the development of clinical leadership: a qualitative study*

Presenter: Sabrina Nachtergaele

Given the beneficial effects of informal clinical leadership on residents, healthcare professionals and organizations, it is necessary to investigate the influencing context factors to exhibit clinical leadership in nursing homes. The aim was to define the influencing context factors to develop clinical leadership within multidisciplinary healthcare professionals. A qualitative study with semi-structured focus group interviews was organised with Flemish healthcare professionals in nursing homes. The analysis resulted in four themes to identify the influencing context factors in development of clinical leadership competencies: work environment, leadership style of the

formal leader, professional identity and team dynamics. Awareness of the influencing context factors is essential to optimize the context and to support the development of healthcare professionals in nursing homes.

Session 3: *Supporting changemakers: a framework for innovation and intrapreneunership in healthcare professionals* **Presenter:** Nele De Roo

There's an increasing need for creative and innovative behaviour in healthcare professionals in order to tackle some of the most important challenges in current healthcare and to ensure a continuous high standard of care. Based on the European Entrepreneurship Competence Framework (Entrecomp), focus group with experts and Delphi method a healthcare-specific intrapreneurial competence framework was developed and validated. This framework identifies the knowledge, skills and attitudes a healthcare professional should acquire to develop intrapreneurial competencies. The framework is built on three key clusters: ideas & opportunities, into action and resources. Each cluster consists of a set of indicators outlining the necessary competencies towards intrapreneurship. All these competencies are further defined and described according to the achieved skill level starting at a foundation level, over intermediate to advanced and ending at expert level. Thus helping and stimulating healthcare professionals to grow their level of proficiency, their intrapreneurial mindset and competencies.

Session 4: *A research program into perceptions, experiences, and self-assessment of leadership competencies of nurses in a top-clinical hospital in the Netherlands.*

Presenter: Margreet Van der Cingel

Nowadays, nursing leadership has evolved from a mere management perspective into descriptions that emphasize leadership of nurses during professional performance. Nevertheless, there is poor empirical evidence on what nursing leadership consists of in terms of practical behaviour. The research aims for empirical grounding of nursing leadership as defined in the CANMEDS competencies. Action-research studies among hospital nurses provided rich qualitative data gathered in focusgroups and in-depth interviews. Results focus on generic aspects of leadership as well as on the occurrence of leadership during daily work. A nursing leadership model was developed, in which personal leadership competencies combined with clinical expertise form the essence of shared nursing leadership. Nurses see leadership as multi-layered concept with aspects such as autonomy, empowering colleagues and patients, knowledge enhancement and collaborating skills. In conclusion the program shows that nurses do know how to show leadership but often do not describe their performance as such and are inhibited by cultural workplace factors.

Implications and future perspectives: Round-up and discussion with the audience by means of provocative statements related to the presented content.

References

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