




#ICNCongress

Nurses together: a force for global health

Global nursing leadership framework

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1



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Nurses together: a force for global health

Faculty Disclosure

<input type="checkbox"/>	No, nothing to disclose
<input type="checkbox"/>	Yes, please specify:

Company Name	Honoraria/ Expenses	Consulting/ Advisory Board	Funded Research	Royalties/ Patent	Stock Options	Ownership/ Equity Position	Employee	Other (please specify)
Johnson&Johnson	No	No	Yes	No	No	No	No	

2

SHAPING THE FUTURE
OF HEALTHCARE

GLOBAL NURSING LEADERSHIP FRAMEWORK



3

OUR PROJECT TEAM

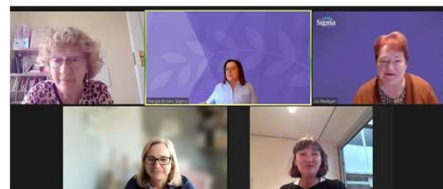
Dr Elizabeth Madigan - CEO SIGMA, USA

Dr Barbara Stillwell - Global Health Expert, former CEO Nursing Now, UK

Prof Kasia Czabanowska - Maastricht University, Netherlands

Dr Emily McWhirter - WHO, Switzerland

Margie Brown - Leadership specialist, SIGMA, USA



4

FUNDING

Thank you to the Johnson & Johnson Foundation

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FOUNDATION

5

5

BACKGROUND - WHY NOW? EFFECTIVE LEADERSHIP NEEDED LIKE NEVER BEFORE

- Nurses over 50% of global health and care workforce
- Post pandemic need to guide lessons learnt WHO Global Strategic Direction for Nursing and Midwifery 2021-2025.
- Nurses leaving profession, disillusioned, burnt out, undervalued.
- Nurses NOT at senior decision making tables.
- High quality leadership training inaccessible to many – lack of consensus on what effective leadership is.



6

6

Need for competency based leadership training



Clarifies specific behaviours related to leadership that can be used globally



Offers a pathway to assessing own and others' competencies



A guide to career and personal development



A framework for curriculum development in education



Global application means it can be used for international leadership training



Specific competency based inputs can be related to outcomes to show effectiveness of leadership

7

LITERATURE REVIEW

Determine frameworks for leadership competency that are globally favored. Evidence-based frameworks.

Search conducted by a master's prepared health librarian

Databases:

- ABI/INFORM
- Ebsco Business Source Complete
- Ebsco MEDLINE
- Ebsco CINAHL

Online search for gray literature: reports, trade journals, dissertations, theses, newspapers, magazines, conference papers/proceedings

Filters/Limiters:

- Past 10 years
- All health-related professions

Search resulted in a list of **27** articles that was reviewed by consultants and reduced to the list on the next slide.

8

NURSING LEADERSHIP COMPETENCIES – APPROVED ARTICLE LIST

1. Adilya Albetkova, Evelyne Chaignat, Philippe Gasquet, Martin Heilmann, Jocelyn Isadore, Aftab Jasir, Barbara Martin, & Burton Wilcke. (2019). A Competency Framework for Developing Global Laboratory Leaders. *Frontiers in Public Health*, 7. <https://doi.org/10.3389/fpubh.2019.00199>
2. ANA Nurse Competency Model: Leadership Booklet, July 2018. <https://www.nursingworld.org/~4a0a2e/globalassets/docs/ce/177626-ana-leadership-booklet-new-final.pdf>
3. Czabanowska, K., Smith, T., Kónings, K. D., Sumskas, L., Otok, R., Bjegovic-Mikanovic, V., & Brand, H. (2014). In search for a public health leadership competency framework to support leadership curriculum—a consensus study. *European Journal of Public Health*, 24(5), 850–856. <https://doi.org/10.1093/eurpub/ckr158>
4. García, A. G., Pinto-Carral, A., Villorojo, J. S., & Marqués-Sánchez, P. (2020). Nurse Manager Core Competencies: A Proposal in the Spanish Health System. *International journal of environmental research and public health*, 17(9), 3173. <https://doi.org/10.3390/ijerph17093173>
5. Keijser, W. A., Handgraaf, H. J. M., Isfordink, L. M., Janmaat, V. T., Vergroesen, P.-P. A., Verkade, J. M. J. S., Wieringa, S., & Wilderom, C. P. M. (2019). Development of a national medical leadership competency framework: the Dutch approach. *BMC Medical Education*, 19(1), 441. <https://doi.org/10.1186/s12909-019-1800-y>
6. Leggat, S. G., & Balding, C. (2013). Achieving organisational competence for clinical leadership. *Journal of Health Organization and Management*, 27(3), 312-329. <http://dx.doi.org/10.1108/HOM-Jul-2012-0132>
7. Liang, Zhanming, MBBS,M.Sc, PhD., Blackstock, Felicity, BPhysio,PhD., P.F.H.E.A., Howard, Peter, MBBS,M.Sc, F.R.A.F.P.H.M., Leggat, Geoffrey,B.S.C., M.Sc, Hughes, A., PhD., Maddern, Janny, BAppSc,M.B.A., EdD., Briggs, David, BHA,M.H.M., PhD., Isouard, Godfrey, BSc,M.H.A., PhD., North, Nicola,M.A.(SocSci), PhD., & Leggat, S. G., PhD. (2020). A health management competency framework for australia. *Australian Health Review*, 44(6), 958-964. <http://dx.doi.org/10.1071/AH19006>
8. NHS-Leadership-Leadership-Framework-Clinical-Leadership-Competency-Framework-CLCF (2011). <https://www.leadershipacademy.nhs.uk/wp-content/uploads/2012/11/NHSLeadership-Leadership-Framework-Clinical-Leadership-Competency-Framework-CLCF.pdf>
9. Nursing Leadership Institute Competency Model, 2003. The model is based on findings from a study *Identification of Critical Leadership Competencies for Today's Nurse Manager* conducted by the Nursing Leadership Institute in the Fall of 2002. https://nursing.fau.edu/uploads/docs/358/nursing_leadership_model2.pdf
10. Wright, K. et al. (2003) Health Education Leadership Development: A Conceptual Model and Competency Framework. *Health Promotion Practice*, 4(3), 293–302. https://www.researchgate.net/profile/Kenneth-McLeroy/publication/9014652_Health_Education_Leadership_Development_A_Conceptual_Model_and_Competency_Framework/links/586151d208ae6b871a887c4/Health-Education-Leadership-Development-A-Conceptual-Model-and-Competency-Framework.pdf

9

RECURRING COMPETENCIES

Review of articles revealed the following terms that appeared more than once in the list of articles. The number in () is the number of times the word appeared and numbers after - is the article number from the list on the upcoming slides.

Leadership (11) – 1,2, 3*, 4, 7, 10*

Team (8) – 3*, 4, 6, 8, 10*

Communication (5) – 1, 2, 3, 4, 7

Development (5) – 3, 5, 8*, 10

Resource (5) – 2, 5, 7, 8, 9

Change (4) – 3, 7, 8, 10

Collaborate (4) – 2, 3, 4, 10

Professional [-practice, -development, -ism] (4) – 2, 3, 7, 8

Decision Making (3) – 4, 7, 8

Ethics (3) – 2, 3, 4

Innovation (3) – 5, 6, 8

Quality (3) – 1, 2, 5

Relationship (3) – 4, 7, 8

Research (3) – 1, 2, 6

Vision (3) – 5, 6, 10

Administration (2) – 6, 7

Integrity (2) – 6, 8

Interpersonal (2) – 7, 9

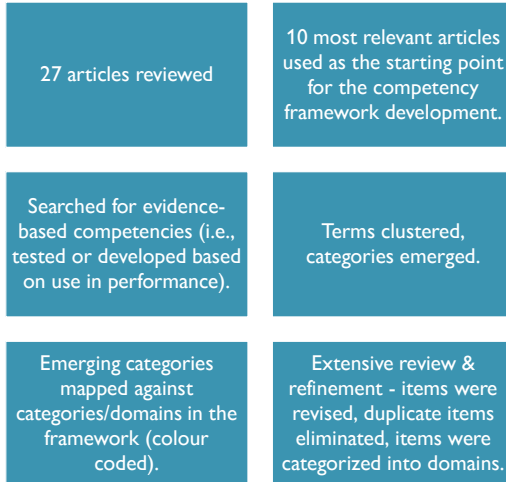
Systems Thinking (2) – 3, 9

Evidence, [-based, -informed] (3) – 2, 7, 8

*Term appears in more than one competency in the article

10

CLUSTERING APPROACH



TERMS	Clusters
Leadership (11) – 1, 2, 3*, 4, 7, 10*	Strategy
Team (8) – 3*, 4, 6, 8, 10*	Collaboration
Communication (5) – 1, 2, 3, 4, 7	Communication
Development (5) – 3, 5, 8*, 10	Transformation or change
Resource (5) – 2, 5, 7, 8, 9	Governance
Change (4) – 3, 7, 8, 10	Professional ethics
Collaborate (4) – 2, 3, 4, 10	Evidence based research practice
Professional [-practice, -development, -ism] (4) – 2, 3, 7, 8	Systems Thinking
Decision Making (3) – 4, 7, 8	
Ethics (3) – 2, 3, 4	
Evidence, [-based, -informed] (3) – 2, 7, 8	
Innovation (3) – 5, 6, 8	
Quality (3) – 1, 2, 5	
Relationship (3) – 4, 7, 8	
Research (3) – 1, 2, 6	
Vision (3) – 5, 6, 10	
Administration (2) – 6, 7	
Integrity (2) – 6, 8	
Interpersonal (2) – 7, 9	
Systems Thinking (2) – 3, 9	

*Term appears in more than one competency in the article

DOMAINS AND LENSES



EXPERT FEEDBACK AND COMPETENCY REFINEMENT

- Phase 2: expert panel of individuals from a variety of groups reviewed the draft leadership competencies.
- Using an online survey, the experts provided edits to the competencies that had been synthesized from the literature.
- The consultants then reviewed and revised the competencies based on this feedback

Nursing Leadership Competencies - DOMAINS

Although these are "nursing" competencies, we anticipate that they will be applicable to midwifery as well. If you would like to comment on that applicability, please do so.

Strategy in Leading Self and Others *

	Yes - adopt/agree to keep	No - reformulate/edit	Move to another category
1. Demonstrates ability to apply a global perspective, mindset, and outlook in leading self, others, and organizations	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
2. Works with team members and stakeholders to translate mission and vision into strategic aligned action	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
3. Demonstrates compassion in leading by listening, understanding, empathizing, and helping	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
4. Adapts leadership style to	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

13

13

COMPETENCY REVIEW

Collaboration		
1. Demonstrates emotional maturity and intelligence: (a). Recognizes awareness of own strengths, weaknesses, and typical reactions. (b). Understands and acts on the needs and feelings of others. Manages own emotions and understands the impact of own emotions on other colleagues	9 of 14	Yes - adopt/agree to keep
2. Uses interpersonal skills to collaborate effectively from local through global contexts (define interpersonal skills)	12 of 14	Yes - adopt/agree to keep
3. Models effective group process behaviors including listening, dialoguing, negotiating, rewarding, encouraging, and motivating to find appropriate and workable solutions	12 of 14	Yes - adopt/agree to keep
4. Builds bridges across departments in the organization, disciplines, and sectors and with external partners and collaborators .	10 of 14	No - reformulate/edit: Navigate bridging as opposed to build bridges
5. Creates opportunities for continuous collaborative learning from successes and failures through a growth mindset (define growth mindset)	10 of 14	Yes - adopt/agree to keep
6. Builds and leads interdisciplinary, transdisciplinary, and multicultural/diverse teams and, where needed, serves as an effective team member (define terms)	10 of 14	No - reformulate/edit: multicultural or diverse? or both? might need to split this up

14

14

RANKING SUMMARY

Global Nursing Leadership Competency Framework			
Expert Competency Ranking			
STRATEGY IN LEADING SELF AND OTHERS (Scale: 8 - most important; 1 - least important)	Standard Score	Average	Mode
Demonstrates ability to apply a global perspective, mindset, and outlook in leading self, others, and organizations	0.875	7	8
Works with team members and stakeholders to translate mission and vision into strategic aligned action	0.875	7	7
Adapts leadership style to circumstances to achieve strategic goals	0.625	5	8
Demonstrates compassion in leading by listening, understanding, empathizing, and helping	0.500	4	5
Creates growth opportunities by sharing responsibilities with others based on their ability and			

15

15

01

14 experts
recommended at
least 6 raters

02

Raters from all levels
of nursing and
geographically
diverse

03

49 raters completed
two rounds of a
Delphi survey

16

16

Global Nursing Leadership Competency Framework			
Delphi Survey - Round 1			
Competency	Average	Mode	
STRATEGY IN LEADING SELF AND OTHERS			
Demonstrates ability to apply a global perspective, mindset, and outlook in leading self, others, and organizations (Relevance to nursing leadership practice)	1.583	1	
Demonstrates ability to apply a global perspective, mindset, and outlook in leading self, others, and organizations (Importance to nursing now and for the next 20 years)	1.458	1	
Additional Comments			

DOMAIN: Strategy in Leading Self and Others

Demonstrates ability to apply a global perspective, mindset, and outlook in leading self, others, and organizations *

	1 - most important	2	3	4	5	6	7	8 - least important
Relevance to nursing leadership practice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Importance to nursing now and for the next 20 years	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Domain: Strategy in leading self and others.

Additional Comments

250/250

17

Global Nursing Leadership Competency Framework			
Delphi Survey - Round 2			
Competency	AGREE	DISAGREE	
STRATEGY IN LEADING SELF AND OTHERS			
REVISED - Develops and demonstrates a mindset of a global citizen who can see beyond their country and local context in leading self, others, and organizations	45	1	
REVISED - Works with team members and stakeholders to translate organizational mission and vision into strategic aligned action.	46	0	
Designs a staff development strategy, develops succession plans, and mentors others into higher-level leadership	40	6	

Global Nursing Leadership Competencies

In this section of the survey, please review each **updated** competency and select approve or disapprove.

DOMAIN: Strategy in Leading Self and Others

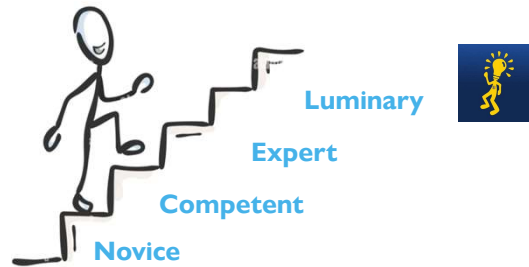
REVISED - Develops and demonstrates a mindset of a global citizen who can see beyond their country and local context in leading self, others, and organizations *

Agree
 Disagree
Domain: Strategy in leading self and others.

18

COMPETENCY DEFINITIONS BY LEVEL

Further delineation of the competency definitions by level:



19

19

IMPLEMENTATION PHASE

- Disseminating the framework with feedback and evaluation provided
- Discussion
- Dissemination - Congress, Publication
- FEEDBACK



20

20

