

GOVERNANCE AND LEADERSHIP IN MENTAL HEALTH NURSING

INTERNATIONAL ASSOCIATION FOR PSYCHIATRIC NURSES
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TRAINING OUTCOMES

- ▶ Define Psychiatric-Mental health Nursing in today's healthcare industry
- ▶ Explain terms
- ▶ Explain relational leadership
- ▶ Explain governance in modern nursing
- ▶ Describe attributes of relational nurse leader
- ▶ Explain positive and negative traits in leadership
- ▶ Describe Good Governance and principles of Good Governance

INTRODUCTION

- The healthcare industry is one of the most paramount industries and it is inextricably tied to people's wealth and well-being.
- Governance and leadership are essential aspects of healthcare practice that contribute to the effective delivery of quality healthcare services.
- According to the research findings, the major problems within the African healthcare systems were primarily concentrated in the domain of leadership and governance, accounting for about 30% of the identified challenges.

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PSYCHIATRIC-MENTAL HEALTH NURSING AT A GLANCE



PSYCHIATRIC-MENTAL HEALTH NURSING AT A GLANCE

- ❑ PMH Nursing requires a range of expertise to promote well-being through education, prevention, diagnosis, treatment and rehabilitation through forming therapeutic relationships with individuals to transform lives.
- ❑ Nursing theorists such as Peplau (1952), Travelbee (1971), Eriksson (1992), and Watson (Citation 1996) have contributed to the knowledge base of psychiatric-mental health nursing with specific responsibilities, for taking care of both patients and themselves

PSYCHIATRIC-MENTAL HEALTH NURSING AT A GLANCE

- ❑ Nursing is essential for patient safety and improved workforce results, requiring strong leadership, supervision, mentoring, and control.
- ❑ The shift from institutional to community-based mental health services has been uneven and has stalled in some communities, and people with mental health problems continue to face human right issues of great concern (*Turnpenny et al., 2017*).
- ❑ Psychiatric and mental health nurses continue to engage in harmful practices in the interest of safety and risk management (*Slemon et al., 2017*)

PSYCHIATRIC-MENTAL HEALTH NURSING AT A GLANCE

- ❑ In modern times there is an opposing trend emphasizing person-centered and recovery-oriented values in psychiatry and mental health care as against biomedical practice (*Gabrielsson et al., Citation2016*).
- ❑ This requires Nurses and Nurse leaders to develop good governance and Relational Leadership competencies to foster therapeutic engagements, positive feelings and partnership with service users to offer hope, meaning and purpose.

PSYCHIATRIC-MENTAL HEALTH NURSING AT A GLANCE

- ❑ Transformed Mental Health nursing, should focus on Recovery Orientation, where there is a paradigm shift in the thinking of mental health service providers.
- ❑ They should no longer think about people with mental illness as always being disabled.
- ❑ They must first of all, begin to see people who experience mental illness as human beings who can move on to better times in their lives



“People with mental health or substance use problems have the same hopes, desires, and dreams that everybody else does.

If we focus on helping people have productive, meaningful lives, become part of a community and give them a purpose – that to me gives more satisfaction than anything.” – Susie M. Adams, 2019 APNA Psychiatric Nurse of the Year

DEFINITION OF TERMS



GOVERNANCE & LEADERSHIP

- ❑ **Governance** refers to the structures, processes, and systems that guide decision-making, accountability, and the overall management of nursing practice within an organization.
- ❑ **Leadership**, on the other hand, involves the skills, qualities, and behaviors demonstrated by individuals in guiding, inspiring and influencing others toward achieving common goals.

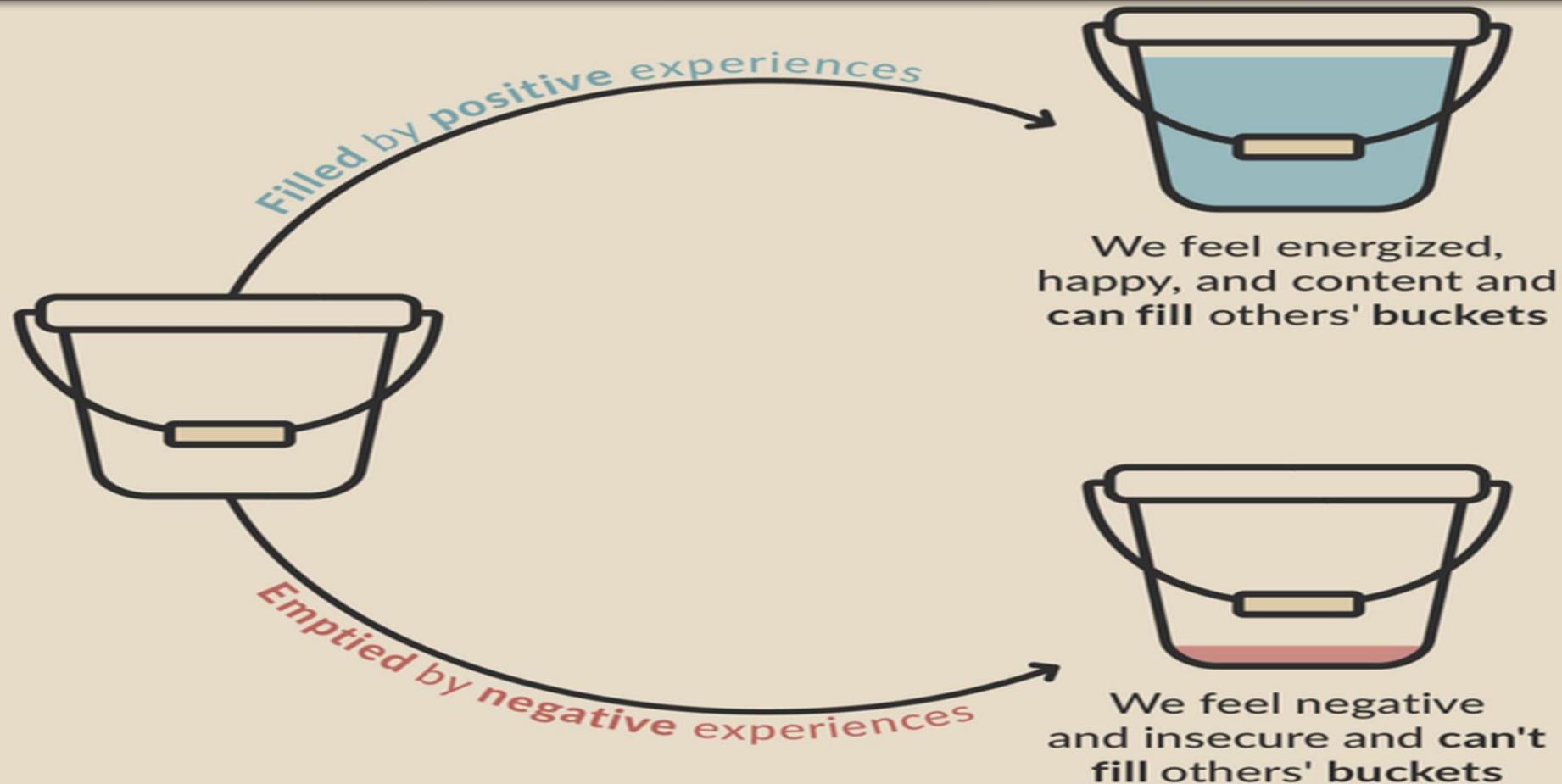
GOVERNANCE

- **The Nursing Profession's mandate ought to act in the best interests of its clients.**
1. Appropriate training/Education/Mentoring/Supervision
 2. Standards of knowledge generation and implementation,
 3. Indicators of Quality Practice/Impact,
 4. Competency requirements/Protocols, regulations, ethics, scope

NURSE LEADERSHIP

- ❑ A nurse leader is defined by their actions, and not always by a position of authority.
- ❑ Leaders in nursing inspire and influence others to achieve their maximum potential.
- ❑ They use applied leadership in nursing by drawing upon critical thinking skills to manage a team and
- ❑ plays a vital role in shaping outcomes for healthcare organizations, personnel and patients

GOVERNANCE AND LEADERSHIP PROCESSES IN P-MHN



INTRODUCTION TO GOVERNANCE -

- ❑ Professional governance is a collaborative structure that gives nurses a voice regarding issues that affect their practice.
- ❑ To empower every nurse involved in direct patient-care to contribute collaboratively in decision making regarding the nursing practice setting.
- ❑ Clinical nurses are involved in decision making to ensure patient care and they should not see governance as a management strategy.

LEVELS OF NURSING GOVERNANCE

Organizational

- ❑ involves the development and implementation of policies, procedures, and standards that govern nursing practice
- ❑ ensure compliance with regulatory requirements, promotes patient safety, and facilitates effective communication and collaboration

Professional

- ❑ This focuses on the professional aspects of nursing practice, such as ethical standards, professional development, and the promotion of evidence-based practice
- ❑ Provide guidelines for professional behavior, competence, and the advancement of nursing knowledge

Clinical

- ❑ involves monitoring and evaluating clinical outcomes, identifying areas for improvement, and implementing strategies to enhance patient care
- ❑ Practices that ensures nursing practice is evidence-based, safe, and consistent with best practices.

NURSING LEADERSHIP X'RISTICS;

Vision

- ❑ Have a clear vision for the future of nursing practice and communicates same with all to inspire all to achieve objectives

Communication

- ❑ Possess excellent communication skills
- ❑ Effectively convey information, listen to others, and foster collaboration among team members.

Emotional Intel

- ❑ Perceive own and others emotions, able to regulate their own emotions, empathize with others and build positive relationships, motivate team members, and navigate conflicts effectively

NURSING LEADERSHIP X'RISTICS.

Decision-Making

- ❑ Make informed decisions based on critical thinking, evidence, and ethical considerations.
- ❑ Involve others when appropriate and takes responsibility for outcomes

Advocacy

- ❑ Acts as advocates and Ensure nursing perspectives are considered in healthcare decisions and policies

Mentorship

- ❑ Support the personal and professional growth of their team members by providing guidance, mentoring, and opportunities for development
- ❑ Encourage a culture of lifelong learning and create an environment that fosters innovation and continuous improvement.

GOVERNANCE AND LEADERSHIP IN MENTAL HEALTH NSG -1 **ROLES**

- ❑ Maintaining a set of relationships, roles and established responsibilities by clinicians, patients, and other consumers ...
- ❑ It is predicated on a “lead from the front” approach ultimately focusing on what is right for the organization, and team, for the long-term health of the organization and the wellbeing of all.
- ❑ It is leadership that doesn't just involve making decisions and setting a course, but communicating this well with employees, Clients, investors and stakeholders, in a way that equips and empowers them to achieve vision, set goals and objectives.

□ **Governance is structured around**

- Human resource (Knowledge, competencies and code of conduct)
- Best practice guidelines & Policies
- Scope of practice,
- Roles and responsibilities
- These are represented in codified professional standards, vision, and values, legislated by regulations and the Mental Health Law.

GOVERNANCE AND LEADERSHIP IN MENTAL HEALTH NSG - 3 MANDATE

- ❑ The centerpiece of professional mental health nursing governance and leadership, is derived from a social mandate that expects:
 - ✓ All Professionals shall act in the best interest of all persons
 - ✓ With the highest levels of knowledge, ethics, and competent practices
 - ✓ in a way that will honor and protect society
 - ✓ In a just and fair manner without favour, or disregard.

GOVERNANCE, AND LEADERSHIP IN MENTAL HEALTH NSG - 4 **ADVOCACY**

- ❑ Nurse leaders are the first to see a breakdown in the efficiency and efficacy of patient care; therefore, it is the collective responsibility of nurses and their leaders to collaborate to promote change.
- ❑ Due to the demands of their work, excessive stress and control mechanisms, most nurses show a lack of interest in representing themselves or sharing their collective voice in influencing policies that affect their work
- ❑ Work stress aside, and control systems aside, nurses find it difficult to leave the comfort of their practice to engage in the battle to be heard by their legislators (Abood, 2007).
- ❑ With adequate representation from the nursing leadership, policies can be initiated or changed to benefit the nursing workforce.

THE LOOKS OF GOVERNANCE & LEADERSHIP

The Seven Styles of Leadership



HOW GOOD GOVERNANCE AND LEADERSHIP LOOKS LIKE

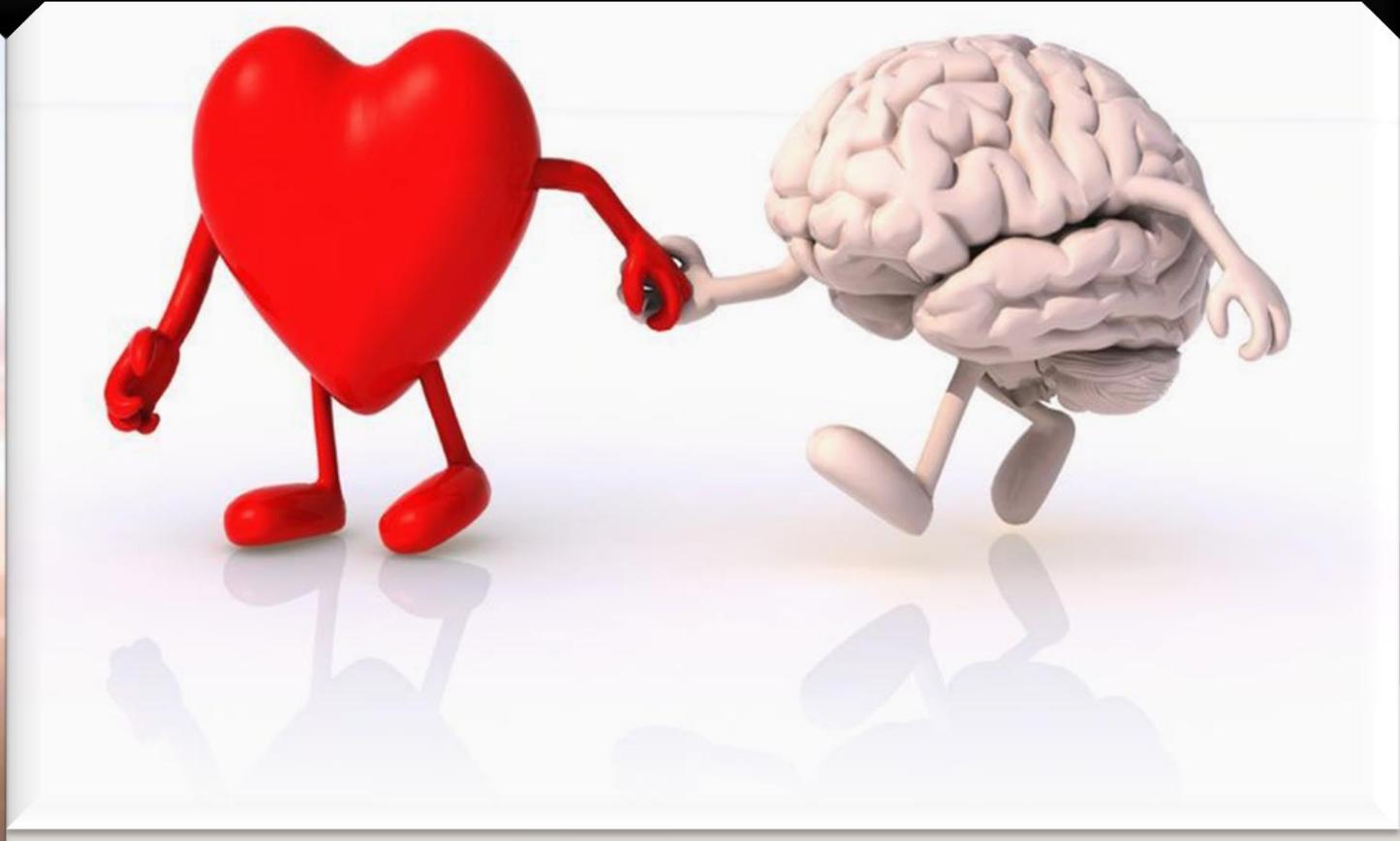
- Is your management team diverse and inclusive, with a range of voices able to share their views?
- Are you leaders able to demonstrate compliance with regulatory and reporting requirements? (SOX)
- Do you work towards adherence to theories, competencies, effective therapeutic communication and emotional intelligence skills, and avoidance of flaws, misinformation and delays in care?
- Do you have sufficiently robust — internal controls to measure progress in all areas and
- Are able to empower staff to take proactive measures around Crises Management with no legal imperative?

HOW GOOD GOVERNANCE AND LEADERSHIP LOOKS LIKE

- ❑ There should be a consistent motivation for employees to exhibit:
 - Professional Presence,
 - Effectiveness (*achieving strategic goals*) and Efficiency (*reducing cost*) *Often increasing effectiveness leads to increased efficiency,*
 - Transparency,
 - Growth, development and Innovation.

- ❑ Protect and support value enhancement through:
 - Improved access to resources;
 - Collaboration by breaking down siloed structures and thinking;
 - Empowering people to make more efficient and effective decisions;
 - And driving sustainable performance through broader measurement, recognition, promotions and reward for outstanding behaviours

TRAITS OF AUTHENTIC LEADERSHIP IN P-MHN



ATTRIBUTES OF A RELATIONAL NURSE LEADER - 1

- ❑ Visionary, knowledgeable, cohesive and compassionate professional who consistently elevates patient care.
- ❑ Imperative of a healthy work environment, genuinely live it, and engage others in its achievement.
- ❑ Embraces standards, and creates a culture of compassionate care for team members and patients.
- ❑ Equips nurses with the skills and encouragement to grow professionally

ATTRIBUTES OF A RELATIONAL NURSE LEADER - 2

- ❑ Understands the requirements and dynamics at the point of care and translate the vision of a healthy work environment.
- ❑ Excel at generating visible enthusiasm for achieving the standards that create and sustain healthy work environments.
- ❑ Design of systems and protocols to effectively implement and sustain standards for positive work environments.
- ❑ Role model skilled communication, true collaboration, effective decision making, meaningful recognition, and shared governance as a leader

POSITIVE TRENDS ALIGNED WITH RELATIONAL NURSE LEADERSHIP

Positive Trait	Nurse leadership attribute	Healthy work standard
Visibility and Presence	Knowledgeable Competent	Professional leadership
Transparent communication	Relational integrality	Therapeutic communication
Provides assistance	Self-awareness Empathy	Discussions Collaboration
Encourages involvement	Shared decision-making	Positive psychology “PERMA”
Compassionate, kind, supportive	Caring	Emotional intelligence

POSITIVE TRENDS ALIGNED WITH RELATIONAL NURSE LEADERSHIP

Positive Trait	Nurse leadership attribute	Healthy work standard
Approachable, open minded, listens	Shared decision-making	Effective decision-making
Positive Relationship	Positive people's Skills	Authentic leadership
Advocacy	Moral-ethical Courage	Authentic leadership
Encourages professional growth	Assessment Caring	Meaningful recognition
Recognizes staff	Relational integrality	Meaningful recognition

What Clinical Nurses Said About Their Nurse Leader's Positive Traits

- ✓ “Inspiring all of us to be our best.”
- ✓ “Very supportive and responsive to my concerns.
- ✓ “She asked me to be a part of various committees to further my career development.”
- ✓ “She's very approachable and is an active listener.”
- ✓ “She's concerned for my wellbeing as a person”

What Clinical Nurses Said About Their Nurse Leader's Positive Traits

- ✓“Listens and takes suggestions/concerns seriously.”
- ✓“Always encouraging advancement and uplifting her staff.”
- ✓“She uses open communication at all times in all situations.”
- ✓“Sends out a bulletin every Friday that's helpful for keeping up with nursing news and hospital updates.”
- ✓“She fights for us on a daily basis.”

NEGATIVE TRAITS ALIGNED WITH NURSE LEADERSHIP

Lack of visibility and presence

Unprofessional

Micromanager

Doesn't help

No follow-through

Judgmental, not open to suggestions

Unapproachable

Negative attitude

Plays favorites, biased

Makes emotional decisions

Inadequate communication

Statements of Clinical Nurses, about negative leadership traits:

- *The overall feeling on our unit is that our managers need to communicate more effectively.”*
- *“She isn't always approachable and cares about task more than staff wellness.”*
- *“She doesn't always notice work I've done.”*
- *“The manager focuses only on problems.”*
- *“Night shift workers are unfortunately neglected.”*
- *“She has a hard time taking our opinion into consideration. She makes decisions without consulting us.”*
- *“Doesn't have confidence in self and, therefore, doesn't instill confidence in staff.”*
- *“Lacks follow-through and accountability.”*

CLINICAL DECISION-MAKING



ACCOUNTABILITY AND CLINICAL DECISION-MAKING IN P-MHN

- ❑ Nurses were managed in such a way that the obligation for their accountability was traditionally subsumed as part of the nurse manager role.
- ❑ Today, there is a need for professional structures that are organized around decisions, reflecting the distribution of accountability for all persons, unique to the profession.
- ❑ Nurse managers must ensure mechanisms for individual nurses to exercise the ownership of their behaviors to supports nurses' obligation to fully exercise personal accountability in an appropriate and productive way

ACCOUNTABILITY AND CLINICAL DECISION-MAKING IN P-MHN

- ❑ Nurses have an obligation to demonstrate ownership of the principles and practices associated with their profession and practice.
- ❑ Reflect through their own behavior, the principles, standards, protocols, and practices legitimized by their regulatory body.
- ❑ Establish common foundations for practice that are in concert and essential to their practice, for positive patient experiences, and quality care outcomes

ACCOUNTABILITY AND CLINICAL DECISION-MAKING IN P-MHN

- ❑ Professional nurses are fully accountable to the populations they serve.

- ❑ Nursing professionals own their decisions and actions, hence accountable for the impact on clients and their families

- ❑ Nurses should demand of their institution and its management to provide an infrastructure that both
 - i. supports and advances their practice to enable them fully and freely engage in their practice within defined professional standards
 - ii. And sustains positive outcomes as products of their work .

IMPROVING

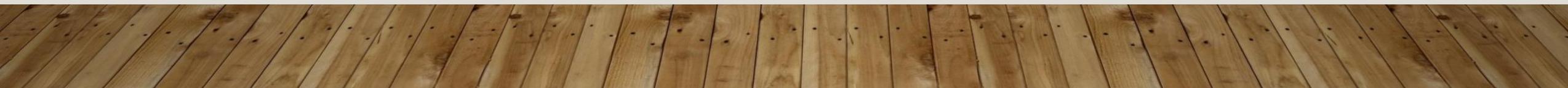


IMPROVING M.H.N THROUGH SHARED GOVERNANCE, LEADERSHIP

- Promotion of advance **K**nowledge, **S**kills and **A**ttitude (ASK)
- Ensure Competent and Quality Care & Person-Centered Care.
- These structures can only work with a **T**ransformed **N**ursing Practice, based on contemporary science that creates an alignment between care behavior, and technology, protocols, policies, ethics and scope of practice to offer **E**xtraordinary **C**ompassionate **C**are that support patients to live a **S**atisfying, **H**opeful and **C**ontributing life, despite psychiatric disability.

IMPROVING M.H.N THROUGH GOVERNANCE, & LEADERSHIP

- ❑ Leadership in nursing should set the tone from the top by clearly communicating the facility's strategy, culture, values and behaviours, and by demonstrating how these are embedded throughout the facility.
- ❑ In this fast-paced, technologically enabled world, effective leadership and clarity around a facility's purpose to align decision-making to strategy is critical to agility, reputation and effective use of limited resource.
- ❑ Nursing leadership should be able to represent the interests of the nursing profession in policy formulation and inspire, direct and influence nurses, to achieve goals and improve patient outcomes.

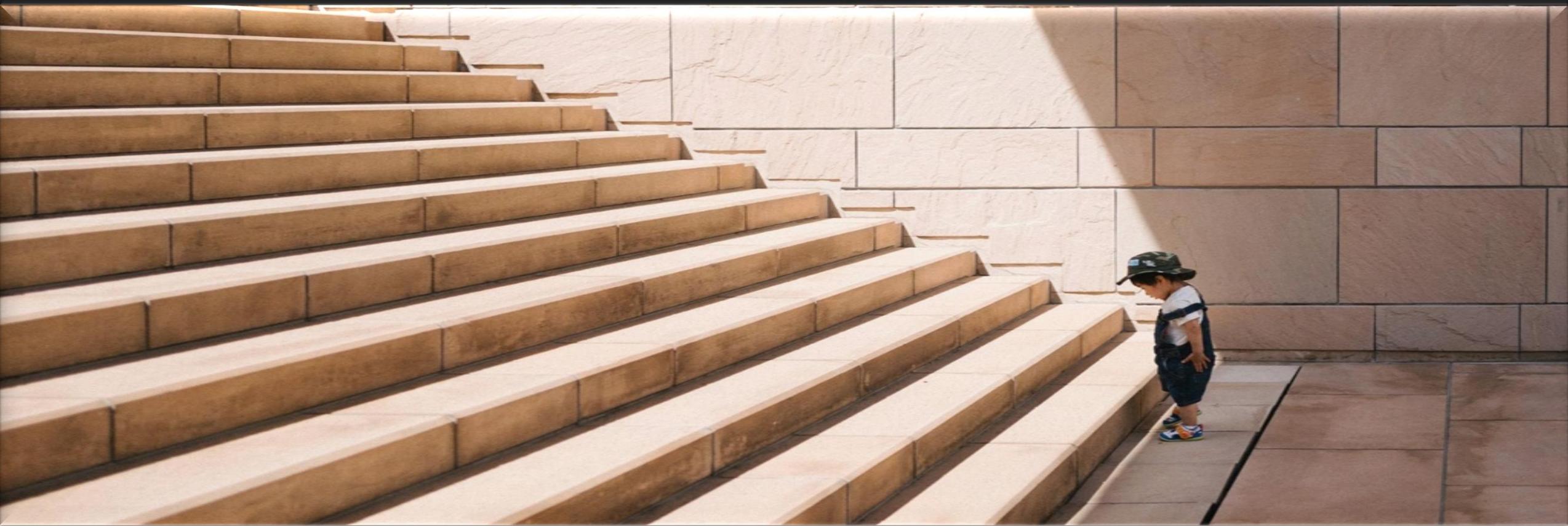


IMPROVING M.H.N THROUGH GOVERNANCE, & LEADERSHIP

Best Practice Suggestions

- ❑ Ensure clarity around vision and approach from the start.
- ❑ Regulations, Ethics, Policies and Protocols should demonstrate how employee can steer the facility and care to meet its short and long term purpose
- ❑ There should be a clear tone from the top, providing direction both to all to guide their decisions, and care behaviours
- ❑ Values linked to strategic objectives and rewards are embedded in organization's culture to guide employee behaviours.
- ❑ Every strategy and achievement should be owned and directed by leadership, employees and external stakeholders?

STEWARDSHIP AND GOVERNANCE



IMPORTANCE OF STEWARDSHIP IN NURSING GOVERNANCE

- ❑ Stewardship is the practice of serving others in a way as to provide leadership while observing the shared values of the staff for which they are in charge.
- ❑ Steward's goal is to serve, protect, and perpetuate the safety, growth and function of staff
- ❑ The staff should be the intrinsic force in the department/unit,.
- ❑ Nurse leaders and staff members should promote their practice while creating change through the effective communication of ideas and observations made on patient care facilitated by open collaboration with nursing staff and physicians

IMPORTANCE OF STEWARDSHIP IN NURSING GOVERNANCE

- ❑ Shared governance provide actionable strategies to nurses with power over their practice.
- ❑ Collaborative strategy to encourage nursing staff to manage their practice with a high level of commitment to quality and competent care.
- ❑ Stimulate workplace advocacy, at the local, state, and national levels of government.
- ❑ Without nurse leaders, staff participation, and the use of collective knowledge of patient care implications related to staffing ratios, policies will not change
- ❑ Shared governance provides nursing with a vehicle to promote their collective voice.



IMPORTANCE OF STEWARDSHIP IN NURSING GOVERNANCE

- ❑ Nurses and their leadership must be effective advocates for change, and the promotion of sound policies that guide their practice and wellbeing through:
 - ❖ Display of advance knowledge and competencies,
 - ❖ Self-confidence, assertiveness and Emotional intelligence,
 - ❖ Good communication skills,
- ❑ Nursing leaders Should play a critical role in transforming healthcare through active participation in the nursing units and in executive boardrooms to discuss and influence, human management, policies, digital technology advancement, and cost control .

PRINCIPLES



PRINCIPLES OF GOVERNANCE & LEADERSHIP IN NURSING

Three fundamental principles should affirm and validate the presence of effective and sustainable Nursing Governance

Structures and Practices:

A. Practicing nurse accountability,

B. Structures are built around professional accountability and clinical decision-making.

C. Professional governance structures reflect distributive decision-making.

PRINCIPLES OF GOOD GOVERNANCE

- **RULE OF LAW:** The rule of law means facility heads, management or in charges should be fair and impartial in their collaborations and decision-making
 - Good governance requires facility heads to act ethically, honestly and with the utmost integrity.
- **STRATEGIC VISION:** Good corporate governance requires a robust strategy, planning process, incorporating action plans, budgets, resources, protocols, operating plans, analysis, reporting and much more
- **EQUITY AND INCLUSIVENESS:** Diversity, equity and inclusion (DEI) are core elements of good governance and are ethos that should pervade the entire organization, underpinning all of your operations..

PRINCIPLES OF GOOD GOVERNANCE

□ **COMMITMENT TO INTEGRIOUS, ETHICAL BEHAVIOUR:**

- Ensures a clear conflict of interest policy to guide all decisions.
- a solid understanding of practices, values, standards, policies and identifying, declaring, enforcing and abiding by ethics and principles of all conflicts of interest
- Uphold a whistleblower policy,
- Knowledge of and pursuit of clear processes for reporting, sanctioning noncompliance, malpractices and an awareness of a bullying, sexual harassment and reward policy?

□ **ACCOUNTABILITY:** Ensure that everyone is held to respective accountabilities, regarding their clearly defined responsibilities.

PRINCIPLES OF GOOD GOVERNANCE

- **TRANSPARENCY:** Financial records, Promotions, Roles, Regulations, Policies, Documentation, and Reporting should be presented in ways that enable everyone to understand and interpret them. It also means all stakeholders should be informed of facility's key contacts and told who can answer questions and explain reports, if necessary.
- **RESPONSIVENESS:** A timely response plan to crises, by prioritizing care swiftly with honest communication
- **EFFECTIVENESS AND EFFICIENCY:** lead staff to achieve strategic goals that align with vision with a view to reducing cost. For example the drive for good governance includes an impetus for digital transformation.

PRINCIPLES OF GOOD GOVERNANCE

- ❑ **PARTICIPATION:** Strong, well-composed management teams both include and value the views of people with various skills, talents, abilities, experiences and perspectives.
- ❑ **CONSENSUS-ORIENTED:** Good governance means securing agreement from every meeting or discussions. Consensus-oriented decision-making takes on board the different needs and perspectives of the diverse team members to deliver a broad consensus that will serve the best interests of the organization
- ❑ **ACCOUNTABILITY:** Team leads are accountable to hospital management, and hospital management are accountable to Boards of directors and individuals affected by their decisions, including their shareholders, stakeholders, employees, care users, and the general public.

CONCLUSION



“Strong leaders in nursing are vital to help navigate the constant evolution of health care.

Nurse leaders should do more than balance costs, monitor productivity, and maintain patient and staff satisfaction.

They should serve as role models and influence health care organizations and employees with Good Governance Policies & Practices”

END OF SESSION

**THANK YOU FOR
YOUR
ATTENTION**



PLEASE ANY QUESTIONS



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