



artevelde university college ghent

MEMBER OF GENT UNIVERSITY ASSOCIATION

# *Clinical Leadership*

*How can we define and recognize leaders in bedside nursing care?*

**EXPLORING RESEARCH:**

SEPTEMBER 2016 –

JANUARI 2017

Nele De Roo  
Sabrina Nachtergaele



Staff nursing  
clinical leadership?

Clinical leadership?

Nursing Leadership?

Entrepreneurship?

**What is it?**

Intrapreneurship?

A complex process consisting of culture, organization, practical and situational factors



# Research questions

What is the meaning of 'clinical leadership' in nursing practice?

How 'clinical leaders' can be recognized within a nursing team?

How 'clinical leaders' can be facilitated within a nursing team?

# Methods

LITERATURE  
RESEARCH



IN-DEPTH-  
INTERVIEWS  
EXPERTS

LEADERSHIP  
AND  
NURSING

HR-  
MANAGER



FOCUS GROUP  
INTERVIEWS

NURSES

SENIOR  
NURSES

MANAGERS

# Clinical Leaders

Clinical  
expertise

Effective  
communication

Flexibility

Nurses who deliver:

- daily **bedside care**
- who are able to act as a **role model**
- who **influence**  
**motivate**  
**inspire**  
others with their values and beliefs
- to improve **patient care**

**No FORMAL authority has been vested in them**

Responsibility

Vision  
towards the  
future

POSITIVE LINK  
BETWEEN PRESENCE  
OF CLINICAL LEADERS  
AND THE QUALITY OF  
CARE



# How to facilitate clinical leaders?



## SENIOR NURSE

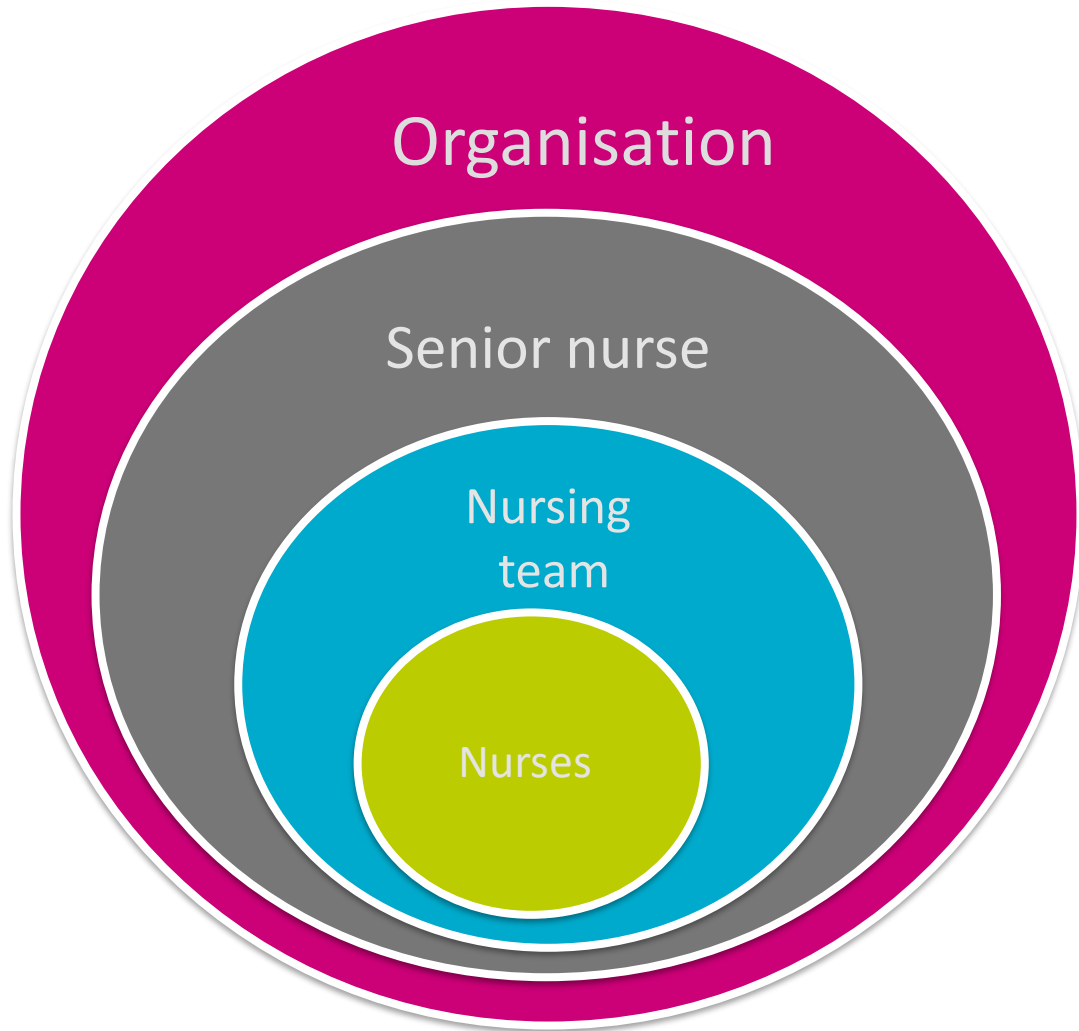
Recognition and appreciation  
Coaching in qualities  
Ward projects



## NURSING TEAM

Valuable team culture  
Positive team culture

# Difficulties




Initiatives are not being used optimally

No feedback culture

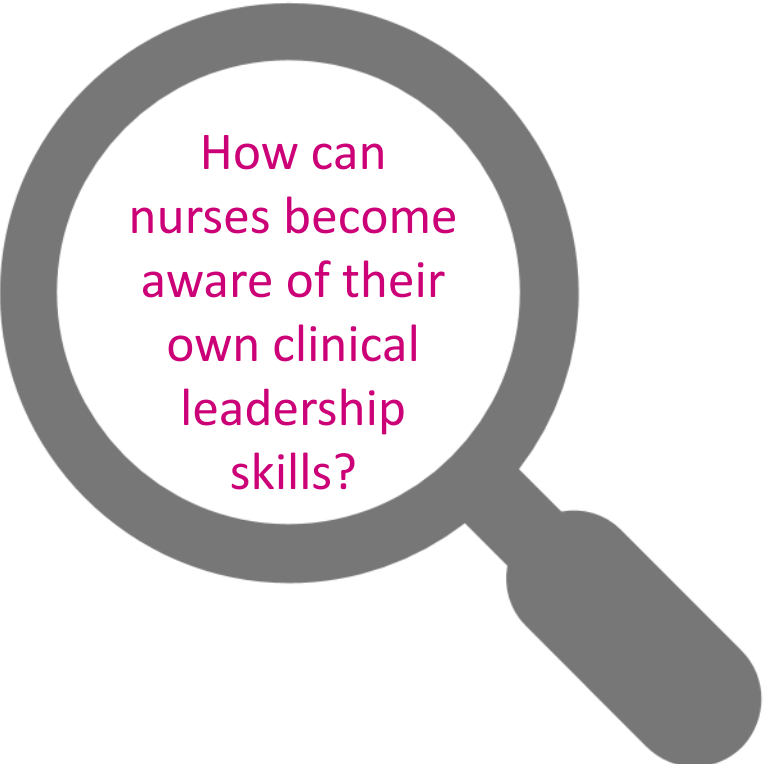
Team pressure

Nurses do not recognize themselves as clinical leaders


# Further research...



Which tool can be used to detect clinical leaders?



How can nurses become aware of their own clinical leadership skills?



What do nurses need to grow within their role as clinical leader?





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**RESEARCH:**


FEBRUARI 2017 –

SEPTEMBER 2019

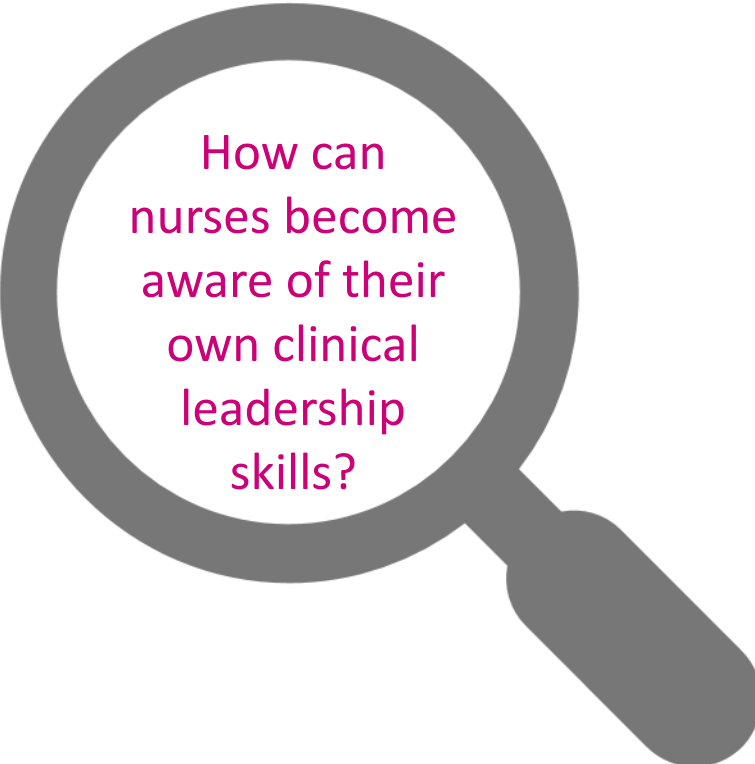
Nele De Roo  
Sabrina Nachtergaele  
David Boterbergh  
Marlies van Hecke




# Research questions



Which tool can be used to detect clinical leaders?



How can nurses become aware of their own clinical leadership skills?



What do nurses need to grow within their role as clinical leader?

# Methods: human centered design

## INSPIRATION

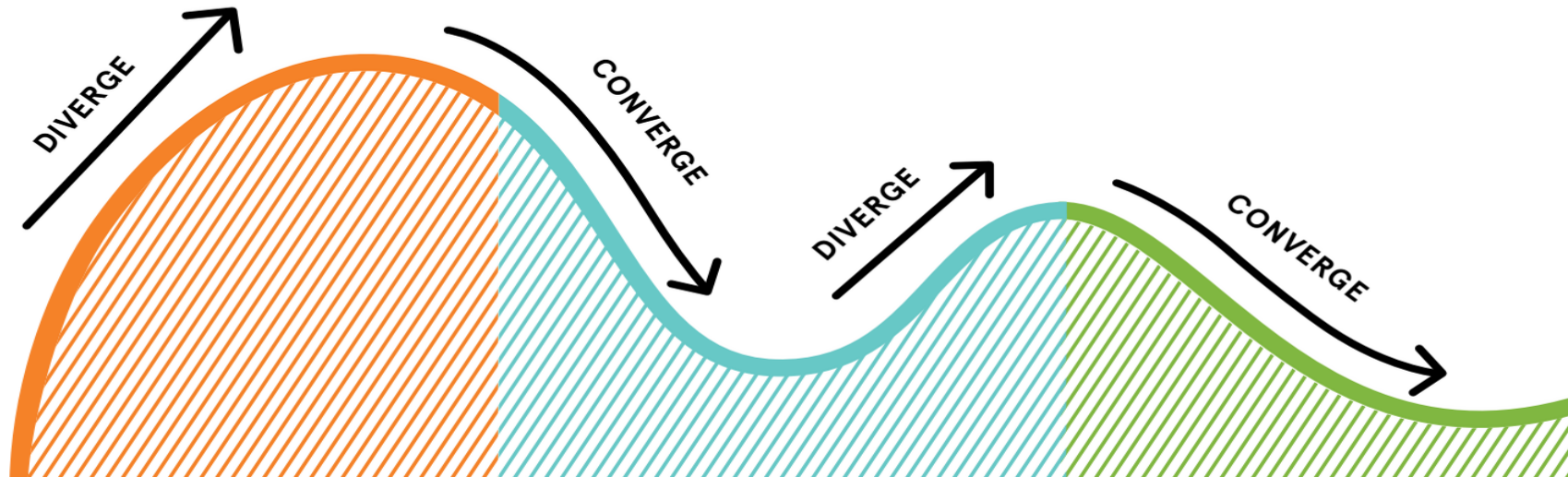
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How do I get started?  
How do I conduct an interview?  
How do I stay human-centered?

## IDEATION

**I have an opportunity for design.**  
How do I interpret what I've learned?  
How do I turn my insights into tangible ideas?  
How do I make a prototype?

## IMPLEMENTATION

**I have an innovative solution.**  
How do I make my concept real?  
How do I assess if it's working?  
How do I plan for sustainability?



# Methods: human centered design

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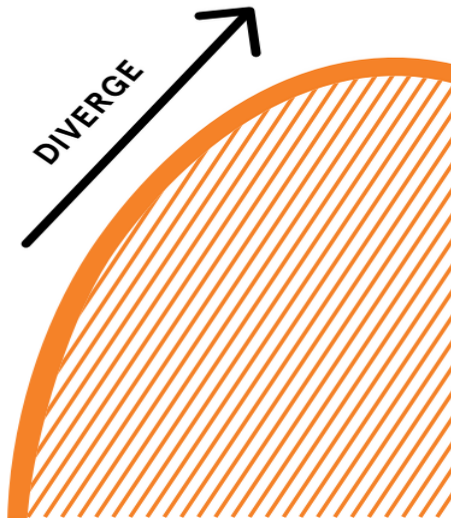
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LITERATURE RESEARCH



IN-DEPTH INTERVIEWS

# Methods: human centered design

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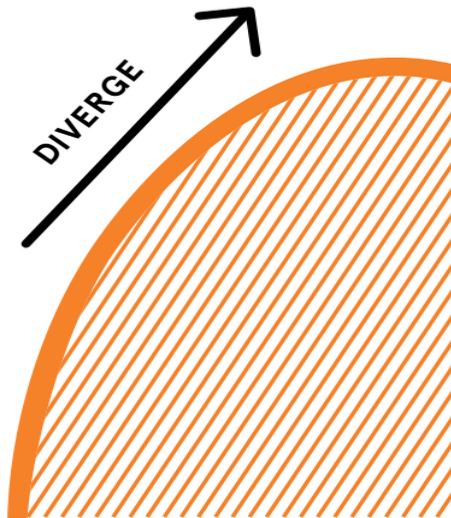
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## LITERATURE RESEARCH

- Focus on leadership and measurement instruments
- Databanks:
  - Pubmed
  - Science Direct
- Search terms:
  - Leadership
  - Clinical leadership
  - Nursing leadership
  - Needs
  - Measurement tools
  - ...

# Methods: human centered design

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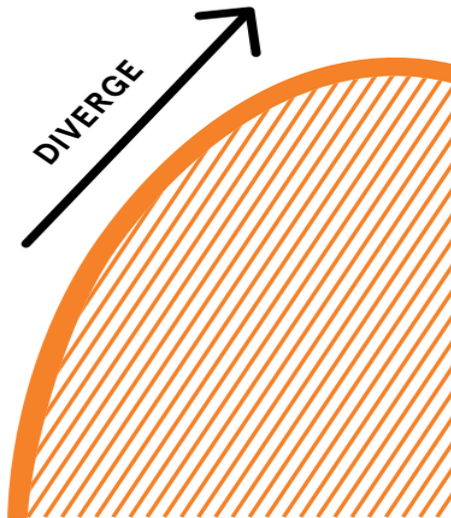
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## IN-DEPTH-INTERVIEWS

- Bedside nurses
- Senior nurses
- Management
- HR-managers
- Students bachelor in nursing
- University colleges
- Others
  - Nursing consultants
  - Advanced nursing specialists
  - International experts
  - Care ambassador Flanders

# Methods: human centered design

## INSPIRATION

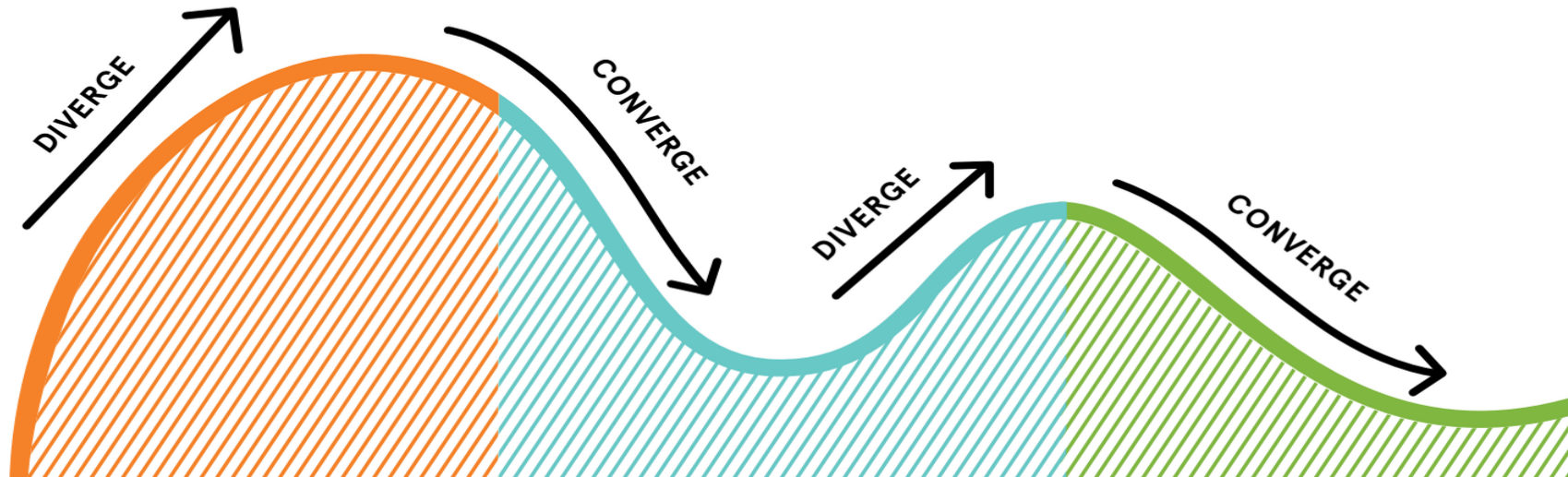
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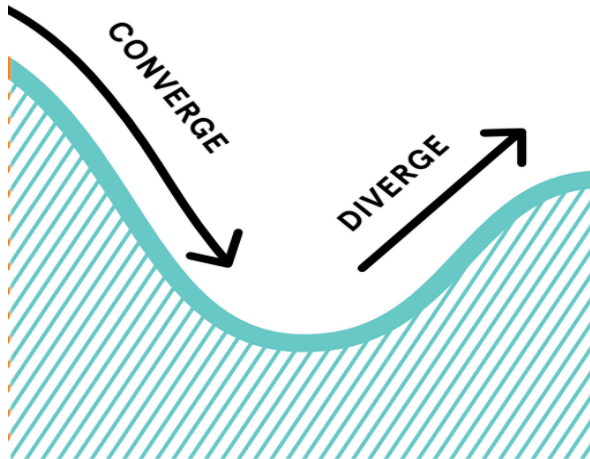
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**CONVERGE:  
USER PROFILES**

**DIVERGE:  
BRAINSTORM**

Think of a way to let nurses grow in their role as clinical leader?



# Methods

## INSPIRATION

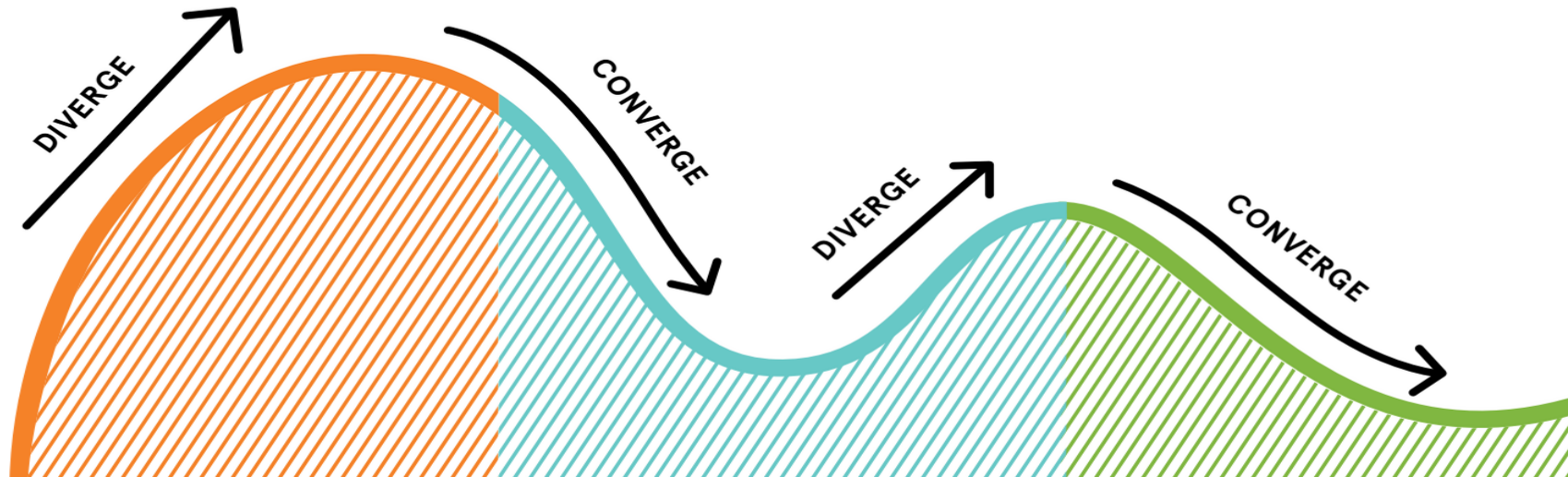
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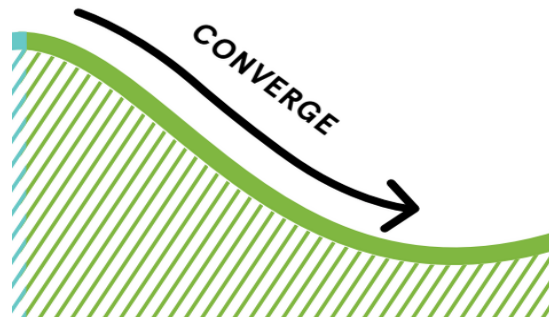


# Methods: human centered design



## IMPLEMENTATION

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## PROTOTYPING

DEVELOPMENT TOOLBOX WITH  
DIFFERENT TOOLS

TEST DIFFERENT TOOLS

# Methods: human centered design

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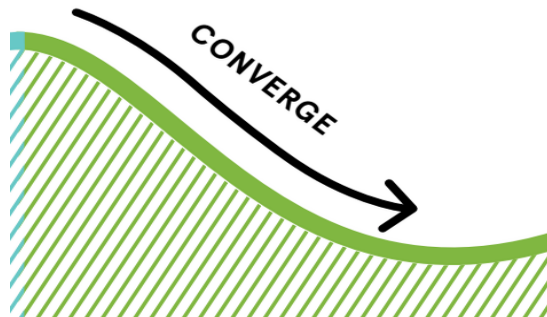
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JANUARI 2019

IMPLEMENTATION OF THE TOOLBOX





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