

**Effective Approaches in Leadership and Management**

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Course

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Due Date

## **Effective Approaches in Leadership and Management**

### **Introduction**

Nursing practice is affected by several issues in the current world, such as unfavorable job environments, workplace violence, professional development, nurse shortages, and remuneration. Whitney's article affirms that nurses may discover that they are no longer productive like before due to an unfavorable job environment. Similarly, nurses may find that the remuneration they are receiving for their services does not match their workload skills. They may also find that the organization's professional development policies regarding coaching and skills development are unfavorable to them. These factors usually result in one negative impact, which is a high turnover of nurses. Hence, this paper aims to analyze the high turnover issue in nursing practice and nurse managers' role in guaranteeing the protection and the safety of patients despite a workforce shortage.

### **Nurse Turnover, Setting, and Impact on Patient Safety**

Nurse turnover in nursing practice negatively affects the care quality patients get because nurses are healthcare experts who often interact with patients and deliver care. Demonstrations in nurse turnover have influenced the continuity and quality of patient care negatively. The turnover also impacts workgroup education, which eventually affects the outcomes of patients. Nursing turnover is also reducing effectiveness because new workers are unfamiliar with the standard operating processes and other organization protocols.

High turnover rates may also raise operation costs to the organization, which is harmful to financial terms. Several studies (Antwi & Bowblis, 2018) have indicated an unquestionable statistical relationship between nurses' turnover and health outcomes.

### **Professional Standards of Practice to Rectify Nurse Retention**

The task of registered nurses is to recognize anticipated outcomes for every personal patient. According to American Nursing Association (2010), this task appreciates that

enrolled nurses are demanded to plan care for every patient in their team's care. Hence, this care plan ensures that registered nurses outline individualized patient outcomes and work towards accomplishing them with their group. In an archetypal healthcare context, the team often comprises other nurse assistants, registered nurses, and enrolled nurses. To attain the preferred patient outcomes, reported nurses usually assume the role of clinical nurse leaders by objectively leading other team members, which is achieved by assignment of duties.

Despite the scarcity of nurses due to high employee turnover, registered nurses who are clinical nurse leaders find it hard to maintain professional ethics. However, upholding ethics in nursing care is precisely what should be claimed regardless of every staffing complexity, which lies in the creative assignment of tasks by clinical nurse leaders. It ensures that the values of proficient nursing codes of practice remain intact despite a shortage of nurses. Nursing leaders should still make care plans and attain individual patient outcomes. Clinical nurse leaders can assign suitable duties to other enrolled nurses since they may not need direct surveillance.

### **Roles and Approaches of Nursing Leaders in the Context of Nursing Scarcity because of Turnover**

In a state where nursing employees are scarce, a nurse manager's role becomes significant since patients' safety must continue being a priority. Thus, nurse managers must look for ways of alleviating the negative impacts of the scarcity of nurses, which requires experience, originality, and ingenuity. Their roles comprise preserving care standards and patients' safety, inspiring their remaining employees to conduct the enormous task without feeling overloaded, and meeting anticipations of the organization delineated in its strategy. Different nurse managers will implement various approaches to the circumstance, while others will turn to authoritarianism for things to work.

Nursing managers will vehemently assign more tasks to their staff because of the work pressure and the absence of time to talk about duties before allocating them. It is a counterproductive strategy, which results in deterioration of the circumstance as additional nurses will resign, worsening the turnover disaster. Some nurse leaders will implement more teamwork and consultative process. Firstly, they will wear the gloves themselves and perform duties and other staff members (Lin, 2014). The author affirms that this is why clinical nurse leaders must predominantly be clinical experts with tremendous clinical experience. Thus, they can stand-in where there is a scarcity even as they assign other duties to other nurses in the group. The nurse managers will then ensure that the job environment is conducive regardless of the work pressure. The members of the staff will feel valued and do their best. In this way, nurse managers will be using the management principles- accountability and authority.

#### **Ensuring Professionalism through Diverse Health Care Settings**

There are more aspects that nurse managers and leaders can institute to ensure that the safety of patients and codes of ethics remain valued. Nurses can ensure that their team's mix of skills is accurate (DiMattio & Spegman, 2019). Despite the scarcity, clinical and nurse managers must ensure that the correct combination of skills among the enrolled nurses and nurse assistants exists. They must also ensure that they monitor their remaining workers more strictly for burnout signs like high irritability. Burnout is a threat to patients' safety as nurses experiencing burnout have been notorious for committing nursing and medication mistakes frequently.

#### **Leadership Style to Address Nurse Retention**

Transformational leadership is the best leadership style for addressing nursing turnover. The style guarantees motivation to employees, a welcoming and conducive job environment, and a listening ear. It ensures that nurses deliver their best to patients to achieve

organizational goals and objectives. Nevertheless, the absence of succession arrangement has made it hard to replicate this type of leadership, although it is still the best.

### Conclusion

Nurses' role has considerably changed from nurse managers to nurse leaders, given the ever-transforming care environment. High nurse turnover is a threat to every healthcare organization. It has damaging impacts on the care standard, which the remaining employees deliver. Successfully managing and curbing the effects of the earlier-mentioned issues, it is prudent to implement a transformational leadership style in nursing care management. Hence, nurses must comprehend their evolving accountabilities, duties and partner with every stakeholder to ensure success and performance in their occupation.

## References

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