A Healthcare Model for Caring Leadership

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Leading Change...

Change your thoughts and you change your world – *Norman Vincent Peale*

If you always do what you’ve always done, you’ll always get what you’ve always got – *Anonymous*
The entire reason for my work on the Caring Leadership Model© is to “Challenge the Process.”

The way we currently select, orient, and train our leaders in healthcare is not working well. We do not develop, mentor and nurture them in ways that will help them in the realities of their work.

Teaching and role modeling the principles of caring, blended with the principles of leadership, can truly change the culture of an organization.
Our Caring Leadership Model © blends the Caring Science work of Dr. Jean Watson and The Leadership Challenge work of Drs. Kouzes and Posner. This session is a study of the work that has been completed by participants in our Caring Leadership Curriculum.

This program includes 15 hours of coursework followed by a presentation of a project that demonstrates the integration of Caring Leadership into the participants’ practice and their departments. We have been working with this model since 2007 and over 200 leaders have completed our program. This session demonstrates outcomes of their work.
Watson’s Theory of Human Caring

10 Caritas Processes
Kouzes’ & Posner’s Leadership Theory
5 Practices of Exemplary Leadership
Where it all began…

- Original idea was conceptualized using an approach that had previously been successful with nursing leaders in a large community hospital.

- The work is based upon a foundation of shared decision making and a model of relationship-based care which led us to a deeper integration of the caring theory with evidence-based leadership principles.
By blending the concepts of Watson’s Caring Theory with Kouzes and Posner’s Leadership Theory…
We determine the construct for our practice of Caring Leadership
## Caring Leadership Model Crosswalk

<table>
<thead>
<tr>
<th>McDowell-Williams Caring Leadership Model©</th>
<th>Kouzes &amp; Posner Leadership Theory</th>
<th>Jean Watson Theory of Human Caring</th>
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</thead>
<tbody>
<tr>
<td><strong>Always lead with kindness, compassion and equanimity.</strong></td>
<td><strong>Model the Way</strong>&lt;br&gt;Clarify Values&lt;br&gt;Set the Example</td>
<td>• Practice of loving-kindness and equanimity; caring consciousness&lt;br&gt;• Being supportive of expression of positive and negative feelings</td>
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<tr>
<td><strong>Generate hope and faith through co-creation.</strong></td>
<td><strong>Inspire a Shared Vision</strong>&lt;br&gt;Envision the future&lt;br&gt;Enlist Others</td>
<td>• Being authentically present in the moment&lt;br&gt;• Engaging in genuine teaching-learning experience</td>
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<tr>
<td><strong>Actively innovate with insight, reflection and wisdom.</strong></td>
<td><strong>Challenge the Process</strong>&lt;br&gt;Search for Opportunities&lt;br&gt;Experiment &amp; Take Risks</td>
<td>• Cultivation of one’s own spiritual practices and transpersonal self&lt;br&gt;• Creative use of self and all ways of knowing</td>
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<tr>
<td><strong>Purposely create protected space founded upon mutual respect and caring.</strong></td>
<td><strong>Enable Others to Act</strong>&lt;br&gt;Foster Collaboration&lt;br&gt;Strengthen Others</td>
<td>• Creating healing environments at all levels&lt;br&gt;• Assisting with basic needs, with an intentional caring consciousness</td>
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<td><strong>Embody an environment of caring-helping-trusting for self and others</strong></td>
<td><strong>Encourage the Heart</strong>&lt;br&gt;Recognize Contributions&lt;br&gt;Celebrate the values &amp; Victories</td>
<td>• Developing and sustaining a helping-trusting authentic caring relationship&lt;br&gt;• Soul care for self and the one being cared for</td>
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Caring Leadership Model ©

Model of Care
Patient/Family, Team, Self, Community

Core Values of Caring Leadership

Always lead with kindness, compassion and equanimity

Generate hope and faith through co-creation

Actively innovate with insight, reflection and wisdom

Purposely create protected space founded upon mutual respect and caring

Embody an environment of caring-helping-trusting for self and others

Shared Decision-Making

USE OF A CARING LEADERSHIP MODEL TO
DEVELOP TRANSFORMATIONAL LEADERS IN AN ORGANIZATION

Judy B. McDowell, RN, MSN, CCRN, Professional Practice Manager
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Introduction: This project involves the very practical use of a caring leadership model in developing transformational nurse leaders in an organization. Using a foundation of shared governance and a model of relationship-based care, enabled integration of the caring theory of Jean Watson and the leadership theory of Kouzes and Posner.

Purpose: To create a new approach to developing nurse leaders incorporating evidence-based leadership principles and theory-based caring principles. Teaching and role modeling these blended principles can change the entire culture of an organization.

Setting/Participants: Setting was a large academic medical center in the southeastern United States. Participants were leaders of their shared governance councils from 50+ patient areas, with diverse ethnic backgrounds, race, age, gender, education, and years of experience.

Significance: This project challenged the traditional methods by which we develop nursing leaders. This model can be used as a framework to sustain healthy, healing work cultures and allow further development of each leader’s potential.

Project Evaluation: The project is ongoing. We perform regular evaluations of the group’s estimation of their preparedness to lead and their ability to engage their council membership in unit activities, problem-solving and decision-making situations.

Project Outcomes: Now many of the council leaders are stepping forward to become formal organizational leaders and many others have returned to school. Their self-confidence has improved dramatically, and they have been quite successful in leading others and demonstrating significant achievements in their units and in their own personal leadership abilities.

References:
Transition to Caring Leadership Curriculum

Teaching the

CORE VALUES
of
CARING LEADERSHIP
We have taught the core values of the Caring Leadership Model to our nursing leaders using one-page summaries that are designed to stimulate discussion and provide opportunities for staff to reflect on their own leadership within a caring framework.
The Caritas Processes and Exemplary Leadership Practices are incorporated into these sessions and always include stories and scenarios as exemplars emphasizing the critical elements which make the concepts "real" to their clinical settings.
Evolution of the Curriculum

- Enhanced sections on Encouragement of the Heart
- Incorporated various aspects of care of self
- Expanded care of self initiative to include integrative therapies
- Added spirituality and work on compassion fatigue
Compassion Fatigue

Ann’s work has primarily been on Compassion-fatigued nurses. She conducted a pilot project to support health care providers in achieving a healthy balance in work and life, while offering opportunity for professional and personal maturity. This project demonstrated that collaboration is needed between hospital admin and employees in achieving that balance. Self-care education and enhanced spiritual well-being appear to positively affect the health of the institution and the individual employee.
Making it Personal

- Addition of “See Me as a Person” book to curriculum
- Discussion of Case Studies to engage participants on a more meaningful level
- Writing a personal example of a “See Me” story.
- Sharing these stories with each other
What else is behind Caring Leadership?

Leadership requires many ways of knowing and being, therefore to be a truly rounded Caring Leader we must never stop learning; therefore Caring Leadership is informed by many.....
Capstone Presentations

• Class attendees will be placed within a group that will be expected to co-create a presentation to be shared at the end of the course, demonstrating integration of 1 of the 5 core values of the Caring Leadership.

• Participants are encouraged to be creative with the presentations and they may take on many different forms to encourage audience participation. The presentations will be given to an audience of their peers and to their leaders.

• Goal: Each presentation should impart a key concept to the audience such that the importance of the Core Value is evidenced. Each group will provide a take-away for the audience.
Capstone Examples

- Caring Leaders – The Good, the Bad & the Ugly
- Exemplifying Caring Leadership through Storytelling
- Generating Hope & Faith through Co-Creation
- Horns and Halos
- Survey Says
- Being an “Authentic” Caring Leader
- Footprints of Leadership
- Enabling Others…to Act or React?
- Bridge over Troubled Waters
The Caring Leadership Model© was developed to challenge the traditional methods by which we choose and develop our nursing leaders.

It is designed to integrate leadership principles and skills within a caring consciousness which increases the nurses’ capacity to lead and their ability to interact with others in a way that inspires and engages.

Why Caring Leadership?
• New leaders are out there, searching for the “right” way to gain support of their team….some by trial and error….some by following examples of others…both good and bad….some by pure guesswork.

• We must help them by providing them with the appropriate guidance and support and the resources that they need to be successful.
Who Am I?
Where Am I Going?
How Do I Get There?
Within this course, nurses relate personal stories to the core values of caring leadership.

We mentor and nurture them as they develop and find real and meaningful examples in their everyday practice.

They validate their process and experiences by reflecting upon their values and what matters most.
What’s Next??

In this difficult time in healthcare, it is imperative that we develop strong caring leaders in order to set our organizations on a course to not only survive but to THRIVE!

This work has great implications for the future of nursing in our world today.
By returning to our roots in human caring, we can make a difference in our own life, as well as in the lives of our patients, families and colleagues.

We must sustain our caring practice..... move forward ... and deepen and grow in this work and in this world!
In our Caring Leadership Classes

• We have learned that:

➢ Leadership development is an ongoing process that takes deliberate practice

➢ Leadership is a relationship, and like any relationship it must be nurtured over time

➢ Last but not least, we learned that effective leaders clearly make a difference and that caring leadership is the key to that difference!
For Change to Occur...

I Must Change!

“Be the change that you wish to see in the world.”

— Mahatma Gandhi
When I was young and free and my imagination had no limits, I dreamed of changing the world.

As I grew older and wiser, I discovered the world would not change, so I shortened my sights somewhat and decided to change only my country. But, it too, seemed immovable.

As I grew into my twilight years in one desperate attempt, I settled for changing only my family, those closest to me, but alas, they would have none of it.

And now, as I lie on my deathbed, I suddenly realize if only I had changed myself first, then by example I would have changed my family. From their inspiration and encouragement, I would have been able to better my country and, who knows, I may have changed the world!