Effective Healthcare Leadership

by
Melanie Jasper
and
Mansour Jumaa

Blackwell Publishing
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Donald H McGannon wrote that leadership is an action not a position. I agree with this statement wholeheartedly. The National Health Service (NHS) is changing rapidly, it is now as concerned with health promotion and well-being as it is with sickness and curing. It is becoming truly patient led and everything we do as professionals is increasingly being measured by the impact it has on patients.

Today’s NHS needs good leaders to ensure that services are delivered to a consistently high standard and are developed to meet the needs of individuals whilst not losing sight of the needs of the wider population. These leaders must be able to captivate, motivate and inspire their colleagues in order to respond effectively to the ever changing demands of healthcare.

This book explores the content and processes of leadership within today’s NHS. Rather than being another textbook about the theory of leadership, it looks in depth at existing practice in clinical settings across the health service and identifies the key ingredients for and features of successful leadership.

I was particularly interested in the chapter identifying service challenges and how management and leadership techniques are used to solve them. By focusing on how the nursing profession has developed leadership strategies to deliver on the government’s modernisation agenda, it is clear that nurses have been at the forefront of delivering many health reforms and policies.

Leadership is the art or process of influencing people so they willingly and enthusiastically move towards the achievement of a goal. The book rightly, in my view, concludes that strategic leaders are not superhuman with a clearer picture of the world than anyone else. Rather, they successfully create the right environments and understand their people to achieve successful outcomes.

Good leaders are aware of their strengths and weaknesses as well as those of others; they take responsibility for their actions and those of their teams; are able to set a clear direction of travel; use sound evidence to support decisions; keep their knowledge base current; and, through deploying all of these things, achieve and maintain the respect of colleagues across and beyond the organisation. Through the work they do on a daily basis and
from the leadership they have shown in delivering on healthcare reforms, it is clear that many nurses already have a substantial range of these skills. For those looking to further develop their management skills and expertise, this book will be a valuable and inspirational resource be they nurses or other healthcare professionals.

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Dr Jo Alleyne, Principal Lecturer in Nursing and Healthcare Management, School of Health and Social Sciences, Middlesex University, London
Jo is the current Chartered Management Institute’s Programme Director for the Institute’s Approved Centre at Middlesex University. She devised and successfully applied a model of Group Clinical Supervision as part of her doctoral studies, through a co-operative inquiry approach, which used focused management and leadership interventions. She is an RCN and National Association for Teachers in Further and Higher Education (NATFHE) activist, a member of the RCN Education Forum and the negotiating secretary for the Middlesex University NATFHE branch. She is Chair of the Health Educators Forum. Jo combines her management and leadership knowledge and skills to support her teaching and research and to contribute towards effective negotiations in her trade union activities.

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Nadia qualified in 1982 and gained extensive experience in medicine and care of older people. She has led both practice and service developments for older people, including influencing the development of a staff support system for victims of violence experienced at work, developing quality standards for care of the older person, developing the care of the older person in an acute medical assessment unit and developing a rapid access Transient Ischaemic Attack Service. In addition to this, her experience as a teacher in higher education has included innovative curriculum developments such as postgraduate studies in clinical governance and clinical leadership.

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Christopher is a charge nurse/team leader in the psychiatric intensive care unit in Barnet, Enfield and Haringey Health Care NHS Trust in north London. He trained as a psychiatric and general nurse in Ghana and migrated to the UK in 1999. He progressed in his nursing career and became a charge nurse by 2003. He studied at Middlesex University and obtained an advanced diploma in healthcare, ethics and law and an advanced diploma in health and social care management. He is currently studying to obtain a BSc Honours...