



Satasairaala

Hoitotyön johtajuuden ulottuvuudet eri tasoilla

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Hoitotyön ydintehtävä

Hoitotyön ydintehtävä on potilaan hoitaminen; hoidon tarpeen määrittäminen, hoitotyön suunnittelu, toteutus ja arviointi. Hoitotyön tavoitteena on edistää potilaiden /asiakkaiden, perheiden ja yhteisön terveyttä ja hyvinvointia, ennaltaehkäistä sairautta, tukea ja auttaa kuntoutumaan sekä lievittää kärsimystä sairauden ja kuoleman kohdatessa



Hoitotyön johtamisen valtakunnalliset linjaukset

Sosiaali- ja terveydenhuollon moniammatillisessa johtamisessa hoitotyön johtamisella on merkittävä rooli

Hoitotyön johtajia tarvitaan

- johtamaan hoitotyön toimintaa, taloutta ja henkilöstöä toimialueellaan
 - varmistamaan asiakaslähtöiset, vaikuttavat, turvalliset ja kustannustehokkaat palvelut
- vastaamaan, että hoitotyöllä on riittävät voimavarat
 - edistämään henkilöstön saatavuutta ja kehittämään osaamista
 - varmistamaan hoitohenkilöstön opiskelijajohtamisen edellytykset
- vastaamaan hoitotyön kehittämisestä ja tutkimus-edellytyksistä
 - kehittämään näyttöön perustuvia yhtenäisiä käytäntöjä
 - edistämään väestön, potilaiden, asiakkaiden ja asukkaiden terveyttä ja hyvinvointia

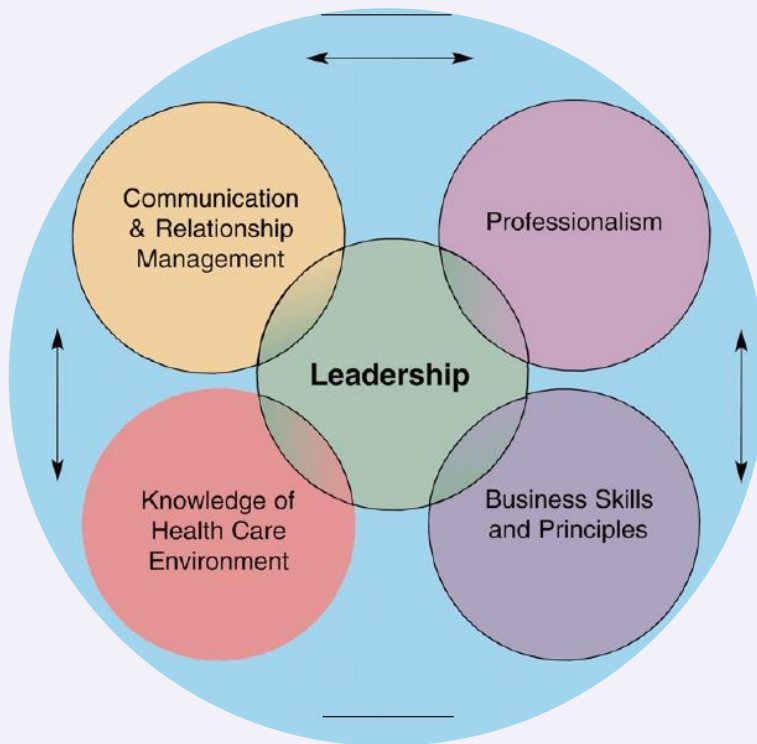
Hoitotyön johtamisen arvot

Hoitotyön johtamisen lähtökohtana ovat asiakasta ja potilasta kunnioittavat arvot, joita ovat

- ihmisarvo
- itsemääräämisoikeus
- oikeudenmukaisuus
- huolenpito

Hoitotyön johtamisen tehtävänä on luoda edellytykset potilas- ja asiakaskeskeiselle, vaikuttavalle, laadukkaalle ja kustannustehokkaalle hoitotyölle. Tämä edellyttää hoitotyön sisällön tuntevia hoitotyön johtajia kaikissa uusissa sosiaali- ja terveyspalveluista tuottamisvastuussa olevissa yksiköissä. Hoitotyön

Common core set of competencies for leadership executives in health care



Alliance

The competencies are captured in a model developed by the Healthcare Leadership Alliance in 2004. Members of the Alliance include AONE, the American College of Healthcare Executives, American College of Physician Executives, Healthcare Financial Management Association, Healthcare Information and Management Systems Society and Medical Group Management Association. This graphic model is being used in ongoing work to identify a common core set of competencies for leadership executives in healthcare.

AONE Nurse Executive Competencies (2015)

The vision of the American Organization of Nurse Executives (AONE) is to shape the future of healthcare through innovative nursing leadership.

Innovative nursing leadership requires that nurses in leadership positions are competent



Future health care



ASSUMPTIONS

- Health care will consolidate and system will become a predominant model of integrated care delivery
- The health care system will be patient centric/driven
- Nursing will continue to evolve as a profession
- System-focused executive nursing leadership is vital to success of health care systems
- Academic practice partnerships are critical to future workforce development
- "Hospital" will not be centric to delivery model and the health care continuum will be the focus
- Interprofessional interdependence collaboration is critical to future state
- The shift to a population health focus will continue
- Managing variability equates in higher efficiency and effectiveness and lower cost; supporting the move to value-based purchasing
- The pressure for standardization based on sound evidence-based practice will continue

AONE Nurse Executive Competencies

Managers at all levels must be competent in ->

The emphasis on particular competencies will be different depending on the leader`s spesific position in the organization



Nurse managers at all levels must be competent in

Communication
& Relationship –
building
competencies
include

- Effective communication
- Relationship management
- Influence of behaviors
- Ability to work with diversity
- Shared decision –making
- Community involvement
- Medical staff relationships
- Academic relationships

Nurse managers at all levels must be competent in



Knowledge of the
healthcare
environment
includes

- Clinical practice knowledge
- Patient care delivery models and work design knowledge
- Healthcare economics knowledge
- Healthcare policy knowledge
- Understanding of governance
- Understanding of evidence-based practice
- Outcome measurement
- Knowledge of and dedication to patient safety
- Understanding of utilization/case management
- Knowledge of quality improvement and metrics
- Knowledge of risk management

Nurse managers at all levels must be competent in



Leadership skills
include

- Foundational thinking skills
- Personal journey disciplines
- The ability to use systems thinking
- Succession planning
- Change management

Nurse managers at all levels must be competent in



**Professionalism
includes**

- Personal and professional accountability
- Career planning
- Ethics
- Evidence-based clinical and management practice
- Advocacy for the clinical enterprise and for nursing practice
- Active membership in professional organizations

Nurse managers at all levels must be competent in



**Business skills
include**

- Understanding of healthcare financing
- Human resource management and development
- Strategic management
- Marketing
- Information management and technology

COMMUNICATION
KNOWLEDGE
LEADERSHIP
PROFESSIONALISM
BUSINESS SKILLS

Nurse Executive
Competencies:
System CNE



Nurse Executive Competencies, System CNE

The system CNO role is primarily accountable for systemwide leadership. This role has expertise in professional nursing practice, clinical operations, care management, quality and safety, the patient experience, performance improvement and workforce planning. In addition this role has business and financial expertise



Nurse Executive Competencies, System CNE

<http://www.aone.org/resources/nurse-leader-competencies.shtml>





COMMUNICATION
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Nurse Executive Competencies



AONE Nurse Executive Competencies

Nurse Leaders in executive practice set the vision for nursing practice in the delivery of safe, timely, efficient, equitable and patient-centered care. Working within a collaborative and interprofessional environment, the nurse in executive practice is influential in improving the patient experience of care (including quality and satisfaction), improving the health of populations and reducing the per capita cost of health care.

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AONE Nurse Executive Competencies

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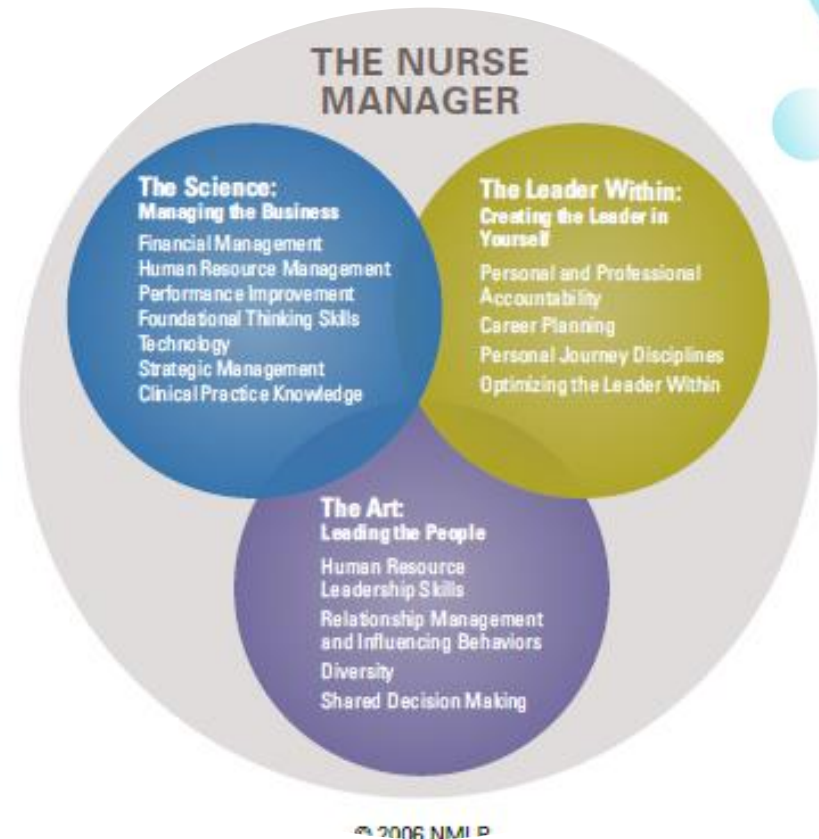
THE SCIENCE
THE ART
THE LEADER WITHIN

Nurse Manager Competencies

AONE
The Voice of Nursing Leadership™

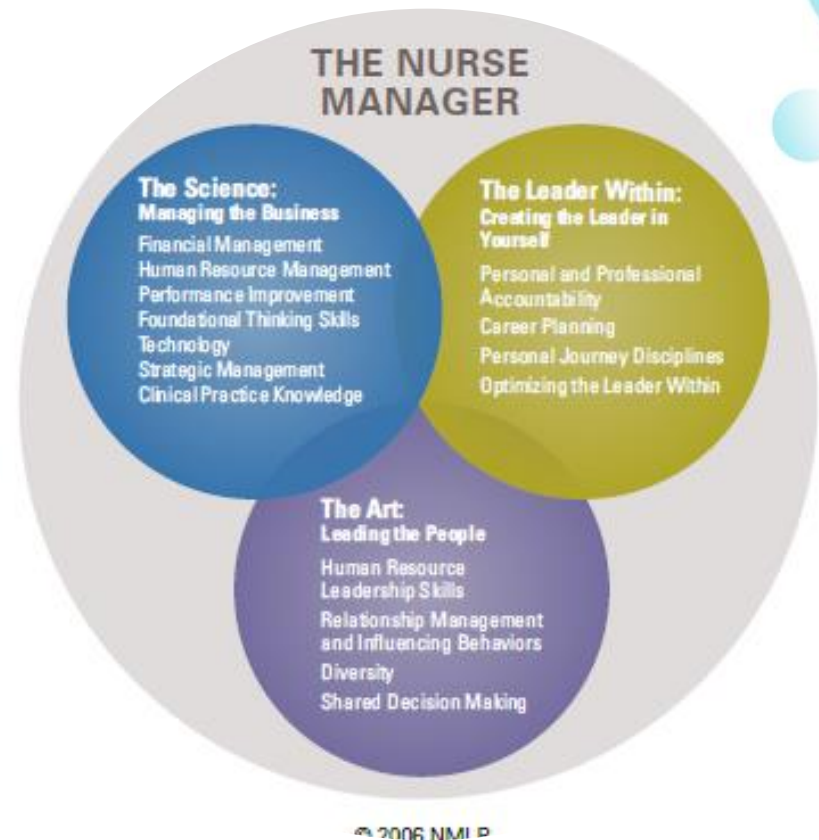
Nurse manager competencies

Nurse managers—nurse leaders with 24 hour accountability and responsibility for a direct care unit or units—provide the vital link between the administrative strategic plan and the point of care. The nurse manager is responsible for creating safe, healthy environments that support the work of the health care team and contribute to patient engagement. The role is influential in creating a professional environment and fostering a culture where interdisciplinary team members are able to contribute to optimal patient outcomes and grow professionally.



Nurse manager competencies

<http://www.aone.org/resources/nurse-leader-competencies.shtml>



COMMUNICATION
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BUSINESS SKILLS

Nurse Executive Competencies: Post-Acute Care



AONE Nurse Executive Competencies: Post-Acute Care

Beyond the hospital and physician's offices, patients are cared for in specialized settings based on their specific needs. Most modern hospitals and health care systems include a number of services or programs that fall into the category of post-acute care, including institutional-based programs such as inpatient rehabilitation facilities (IRFs), skilled-nursing facilities (SNFs) and long-term care hospitals, as well as home and community-based services, such as home health and hospice care.

- Post-acute care nursing leadership is as much a specialty as any clinical specialty and requires proficiency and competent practice specific to the executive role.



AONE Nurse Executive Competencies: Post-Acute Care

<http://www.aone.org/resources/nurse-leader-competencies.shtml>



Hoitotyön johtaminen on oma osaamisalue (core competence)



HOITOTYÖN JOHTAMINEN

- Kansainväliseen vertailuun perustuen:
- Hoitotyön johtaminen on oma osaamisalue (core competence) osana sosiaali- ja terveydenhuollon johtamista
- Hoitotyön johtaminen luo edellytykset hoitotyön ydintehtävän toteuttamiselle
- Hoitotyön johtajilla on sosiaali- ja terveydenhuollon järjestelmä/ organisaatioiden eri tasoilla omat pätevyudet (competence) osana johtamisjärjestelmää
- Hoitotyön johtajia on kaikilla järjestelmän/organisaationtasoilla (strateginen-, keski- ja lähijohto)
- Hoitotyön johtajien nimikkeet on kansainvälisesti määritelty



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Kiitos!

