Benchmark - Effective Approaches in Leadership and Management

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With the changing health care environment in the country, the role of nurses has evolved from nurse managers to nurse leaders. It is important that nurses should understand their increased responsibility and work with different stakeholders (Weiss, Tilin & Morgan, 2013). There are various nursing issues that surround the health care industry. The objective of this paper is to discuss the issue of nurse turnover. The paper discusses this issue and its impact on quality of care. The paper also discusses the role of professional standards and the leadership style of transformational leadership style that best address the issue of nurse turnover.

**Issue of Nurse Turnover & Quality of Care**

 The issue of nurse turnover is one of the major issues that surround the health care industry. Today, nurses have emerged as one of the key stakeholders in health care industry as they are closest to patients. With advancements in health care technology the pressure on health care industry has increased. This has put additional pressure on nurses. Across hospitals, nurses have to work extra hours to fulfill the need of patients. There are cases where nurses are not satisfied of their job due to increased work pressure and this creates the issue of high nurse turnover. The issue of nurse turnover and nursing shortage directly impacts the quality of care as nurses have the key responsibility to provide quality care to patients. With high nurse turnover, there is an increased risk of nurses committing errors. Therefore, it is important that policymakers and health care professionals must take adequate steps to address the issue of high nurse turnover.

**Professional Standards of Practice**

 There are various professional nursing organizations that have defined the key nursing standards that should be followed by health care organizations of different size and setting. The ANA (American Nursing Association) is one such organization that has defined various standards of nursing. ANA provides a set of framework to hospitals to address the issue of nursing shortage and turnover in a systematic manner (Mitchell & Golden, 2012). For example, ANA suggests that hospitals and health care institutions should invest on the training and development programs of nurses. The training and development programs would not only provide required skills and competencies to nurses but will also create a feeling of self-belongingness among nurses.

**Role of Nursing Leaders and Managers**

 It is important that nursing managers and leaders must understand their role towards this issue. The key thing for nurses is to think beyond management and focus on key attributes of leaders. Managers mostly focus on transactional aspects and they have a short-term view. Whereas the issue of high nurse turnover demands a long-term vision and a transformational approach. Therefore, it is important that nurses and health care professionals should analyze this issue as nurse leaders with a strong and long-term vision in place. An effective leader is one that can drive the change within the organization and take the stakeholders together towards the end state. It is expected that nurse leaders would also show these attributed of farsightedness, visionary, focus and determination when they sought to seek solutions to the problem of nurse turnover. The key thing for nurse leaders is to show the true leadership skill of collaboration wherein they can work with different other stakeholders (Ezziane, Maruthappu, Gawn, Thompson, Athanasiou & Warren, 2012). This problem of high nurse turnover exists at the industry level and therefore this problem demands an integrated approach from different stakeholders. For this problem, nurse leaders must work with various nurse managers and policymakers and other stakeholders to create and implement sustainable solutions for this problem. With the long-term view and adequate communication about the vision, nurse leaders should be able to resolve this problem in long term.

**Additional Aspects that Should be Initiated**

 One of the key aspects is to bring different stakeholders together. Therefore, effective communication is the key. It is important that policy makers and nurse leaders at top should be able to develop a vision and communicate this vision with a top-down approach. The managers would also have a key role, as they would act as a bridge between senior leaders at the top and nurses at the bottom. It is important that all these internal stakeholders should have a common goal. The health care system may not be able to achieve the goal if different stakeholders in the system have different interpretation of the goal.

**Transformational Leadership Style**

 Transformational leadership motivates followers by appealing to higher ideas and moral values, where the leader has a deep set of internal values and ideas. This leads to followers acting to sustain the greater good, rather than their own interests, and supportive environments where responsibility is shared. With transformational leadership style, nurse leaders would be able to communicate the vision to different internal and external stakeholders. It is important to mention that communication is the key to success for this issue and effective communication is the most important driver of transformative leadership style. The transformational leadership style would also enable the nurse leaders to take different stakeholders together towards a common cause. It is critical for all the nurses and other stakeholders to understand their responsibility in the transformation and leaders would have the duty to explain the roles of different stakeholders (Naylor, Aiken, Kurtzman, Olds & Hirschman, 2011).

**Conclusion**

 The above paper discusses the health care issue of high nurse turnover. This is an important issue that surrounds the health care industry. It is important for nurse leaders to understand their responsibility and work together to tackle this issue. The transformational leadership style may be the best leadership as the focus is to bring fundamental changes and transformation in the system, wherein nurses are trained to work with added responsibilities. The nurses must be trained and motivate to emerge as true and responsible leaders within the health care system of the country.

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