

Nurse Leadership In Healthcare: Strategies For Effective Team Management And Collaboration

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Abstract

Nurse leadership in healthcare plays a crucial role in ensuring the delivery of high-quality patient care. Effective team management and collaboration are essential components of successful nurse leadership. This abstract explores strategies for

nurse leaders to effectively manage their teams and foster collaboration in healthcare settings. Collaboration is a key driver of improved patient outcomes and overall team performance. Nurse leaders should encourage collaborative decision-making, interdisciplinary teamwork, and shared accountability among team members to enhance patient care delivery. In conclusion, by implementing strategies for effective team management and collaboration, nurse leaders can enhance patient care delivery, improve team performance, and ultimately contribute to better healthcare outcomes.

Keywords: Nurse leadership, Team management, Collaboration

Introduction

Leadership has been defined in a multitude of ways. For Microsoft co-founder Bill Gates, it means people who empower others. For Industrialist Andrew Carnegie, it meant being humble. For former first lady Eleanor Roosevelt, it was about compassion. In nursing, leadership is a combination of all those things, plus caring, innovation, listening, foresight and a commitment to helping others succeed. It is the driving force behind the future of nursing healthcare (Duquesne University, 2020).

Nurse leaders are essential to healthcare, from providing bedside support to guiding administrative decision-making. Novice nurses, patients, and staff look to experienced nurses for assistance and guidance. With a growing number of experienced nurse leaders retiring and the healthcare landscape rapidly changing, nurse leaders are being asked to step forward. The National Academy of Sciences (NAS), an independent, objective science think tank, said nurse leaders are needed to provide transformational leadership in healthcare (Duquesne University, 2020).

While it is impossible to be present at all times, nurse leaders are nonetheless responsible for their staff members around-the-clock. It's critical to refrain from using top-down management techniques by default. It is the duty and capacity of nurse leaders to create practice cultures that encourage employee involvement. Employees that are engaged at work transcend self-interest and are better equipped to handle the demands of their jobs.

Engagement at work is contagious. Better organizational outcomes result from this, including increased customer loyalty, staff retention, service quality, lower mortality rates, and stronger financial performance **(Kelsey et al., 2020)**.

Communication is a key aspect of effective team management. Nurse leaders should maintain clear and open communication with their team members, setting expectations, goals, and providing regular feedback. Encouraging open communication among team members promotes collaboration and problem-solving within the team **(Jankelová et al., 2021)**.

Empowerment is another important strategy for nurse leaders. by delegating tasks, providing opportunities for professional growth, and recognizing team members' contributions, nurse leaders empower their teams to be engaged and motivated to achieve common goals. Team building is also critical for nurse leaders to build strong, cohesive teams. Through team-building activities, fostering a positive work culture, and promoting trust and mutual respect among team members, nurse leaders can create a supportive environment for effective collaboration **(Gottlieb et al., 2021)**.

Collaboration among team members improves patient outcomes and team performance as a whole, so nurse leaders should promote it. Effective cooperation requires shared accountability, interdisciplinary effort, and collaborative decision-making. Additionally, by impartially assessing opposing viewpoints, the collaborative strategy is utilized to settle interpersonal problems within teams and can inspire innovation and fresh ideas **(Rosen et al, 2018)**.

Conflict resolution skills are essential for nurse leaders to manage and resolve conflicts within their teams. By facilitating open discussions, mediating disputes, and finding mutually agreeable solutions, nurse leaders can address conflicts effectively and maintain a harmonious team dynamic. Continuous improvement is also crucial for nurse leaders to promote a culture of ongoing learning and development within their teams. By encouraging innovation, seeking feedback, and implementing best practices, nurse leaders can continuously improve patient care delivery and outcomes in healthcare settings **(Rosen et al, 2018)**.

The review

1. Aim and Research Question

This study aimed to explore, and describe reviews of the nurse leadership strategies in healthcare for effective team management and collaboration. The research questions that led the review were as follows: what are the nurse leadership strategies for effective team management and collaboration?

2. Design

The authors of this review conducted a systematic review to compile and contrast the results of earlier peer-reviewed reviews,. A total of 11 reviews met the eligibility criteria and were reviewed. The results of the systematic review of current literature on nurse leadership strategies were reported using the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines 33.

3. Methodology

A systematic search of literature was conducted to review and explore the nurse leadership strategies in healthcare for effective team management and collaboration. Studies were identified by searching PubMed, EMBASE, and CINAHL databases from 2015 to 2021. Search terms included "nurse", "collaboration", "team management", "strategies", "leadership", and "healthcare". Reference lists of relevant articles were also manually reviewed to identify additional studies.

4. Study selection

Inclusion criteria were original research studies exploring the role of nurse leaders on creating strategies for effective team management and collaboration, in healthcare settings. Studies were included published in English language and date of publication. Excluded were studies not focusing on team management, collaboration, leadership, reviews, conference abstracts, grey literature, and those involving therapists or other health care providers populations.

5. Data Extraction and Quality Assessment

Data extraction was performed to gather information on study methodology, interventions, outcomes, and results. Quality assessment of included studies was conducted using standardized tools appropriate for respective study designs. A narrative synthesis of findings from the included studies was performed.

Results

The research that are covered were released in 2015 and 2021. A total of 318 articles were found. The abstracts of 285 papers were evaluated after duplicates were eliminated. The remaining 285 papers were screened on title level of which 229 were excluded as the focus of these papers was not on the topic of the current rapid review. After 56 papers were evaluated for eligibility, 11 studies were included in the review. Studies were excluded on abstract level due to the non-target population, non-target outcome, or non-target focus of the study. **Table 1** shows the inclusion- and exclusion criteria that was used for the screening and eligibility phases.

Table 1. Screening – Eligibility Criteria: Title and Abstract Level

Eligibility Criteria	Inclusion Criteria	Exclusion Criteria
Date of publication	2015 - 2021	<2015
Publication type	Only peer-reviewed literature	Grey literature
Language	Studies published in English	Studies not published in English
Study type	Studies that report on original results (qualitative, quantitative, or mixed methods)	Non-research papers (eg, tutorials, expert comments, or critical essays), systematic reviews and meta-analyses
Target population	Nurses	Does not focus on nurses, or focuses on clients or on family members
Intervention	Focuses on: collaboration, teamwork	Papers that have a different focus

Eligibility Criteria	Inclusion Criteria	Exclusion Criteria
Outcome measures	Focuses on leadership strategies	Does not focus on leadership strategies

Findings indicated that several approaches were employed, and population sizes ranged from $n = 6$ to $n = 537$. In over half of the results, teamwork and collaboration were regarded as the most effective techniques for new programs. There were variations in the training's time, tactics, and content. Five outcomes—skills, knowledge, confidence, attitudes, and satisfaction—exhibited positive change. Table 2 shows intervention that was used, as well as the outcomes of the intervention described in the various studies included

Table 2. Intervention Applied and Outcomes Achieved (N = 11)

Author	Intervention applied	Outcomes achieved
Brashers et al., 2020	Knowledge, skills, and abilities related collaboration in healthcare settings	Improved knowledge and practice
Orchard et al., 2017	Knowledge and skills about teamwork	Improved knowledge and skills
Budak & Ozer, 2018	Knowledge and skills regarding teamwork	Improved knowledge and skills
El-Bakry et al., 2018	Teamwork management	Improved skills and communication
Hartiti et al., 2020	Knowledge, skills, and communication practice regarding teamwork	Improved skills, attitude, knowledge, and confidence
McGrath et al., 2019	Teamwork building	Improved teamwork skills
Paterson et al., 2015	Teamwork skills and problem solving	Improved teamwork skills
Embree et al., 2018	Leadership skills, collaboration	Improved collaboration and confidence
Södersved Källestedt et al., 2020	Collaborative skills	Improved collaboration skills

Author	Intervention applied	Outcomes achieved
Debono et al., 2016	Teamwork and collaboration skills	Improved skills, confidence, and satisfaction
Grubaugh et al., 2018	Teamwork and conflict management	Improved skills, knowledge, attitude, and communication

Discussion

Specific strategies for nurse leaders to promote teamwork and collaboration include the following:

- Being approachable and visible, which includes getting to know the needs and values of employees and speaking up for them in front of higher-ups in the leadership.
- Using honest and efficient communication techniques enables nurse leaders to build connections with front-line employees that are genuine and trustworthy.
- Developing a personal relationship with staff members enables nurse leaders to learn about their values and motivate them to pursue personal objectives.

Leaders in nursing need to understand that they can affect the workplace culture. They can lower turnover, rudeness, and exhaustion while fostering a culture of structural empowerment. In knowing how to enhance the collaboration, communication, and teamwork of frontline employees. Leaders need to assess their own degree of participation first. Team members are more likely to engage when their leaders demonstrate it.

According to **Wi et al., 2018** who conducted a research about "Healthcare Interprofessional team members' perspectives on human caring: a directed content analysis study" and concluded that being approachable and visible must be a top priority for nurse leaders. Staff members benefit from having leaders, and a toxic work environment with limited resources is a result of a lack of leadership. Employees value it when they consider their bosses to be "one of us" and feel a sense of camaraderie. Establishing open lines of communication and showing a genuine concern for employees can enhance a leader's emotional intelligence and facilitate the identification of areas of value congruence and resource deficiency. Leaders in nursing must make the effort to learn about the values held by frontline employees. With that

knowledge, links between the work done and corporate and individual values can be established. When employees believe their work has purpose, they are more likely to be engaged.

In order to enhance emotional intelligence in leaders and employees alike, firms want to offer training programs. Interpersonal communication skills are essential in difficult situations that nurses encounter on a regular basis. Enhanced emotional intelligence can help nurses collaborate more effectively by building relationships and trust, in addition to providing them with the skills they need to communicate effectively while on the job. In contexts where leaders engage in real and transformative leadership, trust is further strengthened. As a result, nurse leaders ought to look for chances to hone the abilities necessary for various types of leadership as mentioned by **Lim et al., 2018**.

Leadership Training Outcomes

Since only a small number of studies included post-surveys and long-term training, the question of how to ensure retention persists despite the positive changes documented in all the publications that were attributed to the training programs. Since gaining leadership skills is a goal of cooperation training programs, whether pre-professional or professional, it should foster a lifelong process of introspection and growth. Clearly defined objectives can be developed by establishing certain leadership abilities related to knowledge and skill development. To ascertain the overage of leadership-related competences across the curriculum, pre-professional curriculum mapping might be used.

Limitations and Suggestions for Future Research

Firstly, it is possible that the identified search terms did not identify all possible papers as only few databases were searched. The present review focused only on papers published in English and only from the year 2015 onwards. Further research should be conducted to examine how implementing these strategies affects teamwork and collaboration over time. Also, the capabilities required to lead the changes required in both education and practice settings.

Conclusion

The purpose of this study is to objectively and methodically compile the literature on nurse leadership in healthcare practice, emphasizing the leadership abilities that nurses need to provide collaborative and successful teamwork. It also included a description of the leadership development techniques that had been successful. Collaboration at all levels is a necessity that leadership development programs must address as healthcare leadership continues to change. The review found that there is a lack of information regarding the models and approaches employed in leadership. Furthermore, little data was discovered about the long-term effects and retention of leadership development initiatives. By emphasizing both content and the methodology, the evidence-based study combining mixed techniques, qualitative, and quantitative approaches offers unique options for curriculum creation.

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