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Leadership experiences of London-based Advanced Nurse Practitioners - a case study analysis

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# Leadership practices of Advanced Nurse Practitioners – A case study Analysis

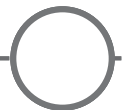
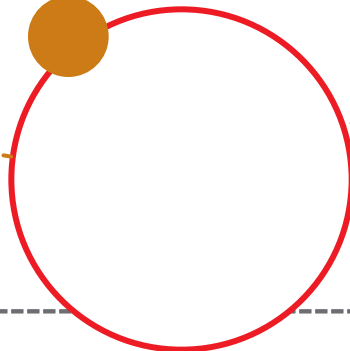
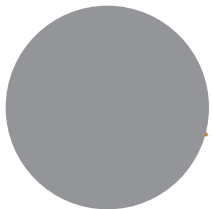
Claire Anderson

30<sup>th</sup> June 2017

# Aim

To explore the expressed views on leadership of the participants

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# Background

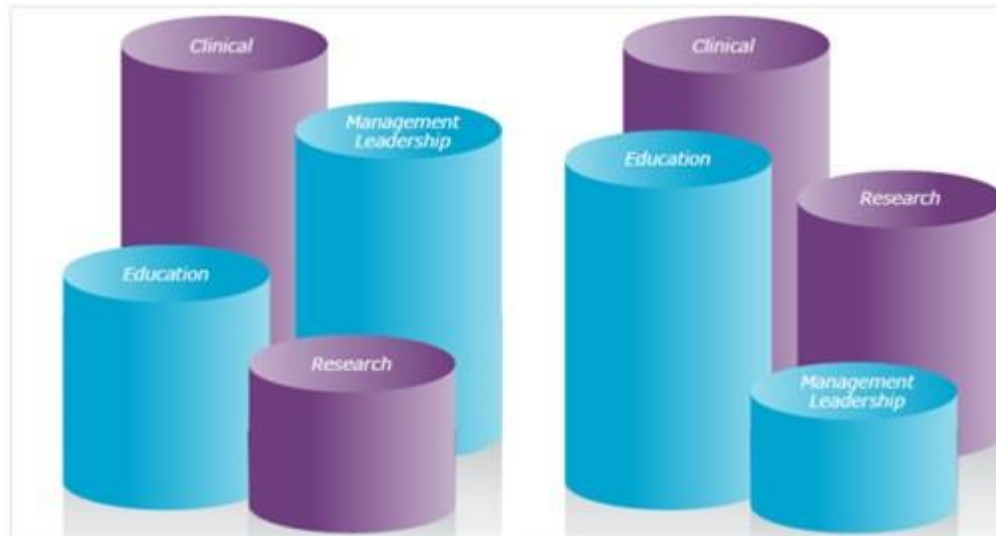
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- Nurses have not historically been seen as leaders



# Advanced Practice: Four Pillars

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# Social Constructionist

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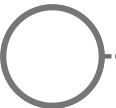
- We were interested in their views as a community and so our underpinning theoretical perspective acknowledged this.
- An intersubjective reality created by discourse between individuals and which constructs their identity within the social environment.



# Methodology

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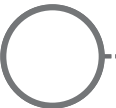
- Case exploration is an established approach used within clinical healthcare practice.
- A combined instrumental and collective case study



# Methods

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- Eight participants were interviewed
- The data was initially analysed individually and then compared with the other participants; employing a structured thematic analysis.





# Participant ANPs

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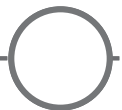
- DGH Male 2 years as ANP
- Community Specialist Female 3 years as ANP
- General Practice Female 5 years as ANP
- General Practice Female 18 years as NP/ANP
- General Practice Female 25 years as NP/ANP
- A&E Female 3 years as ANP
- General Practice Male 10 years as ANP
- A&E Male 2 years as ANP

# Placement on the leadership pyramid:

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- ***Leadership: Nature/Nurture: Confidence: Autonomy***

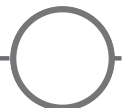
- I am the absolute, pinnacle leader.
- I will lead, but I'm still very happy to do the basic.
- You could take ten random people and teach them the same things about leadership but only one of them would be a really outstanding leader.
- I have that knowledge to say and that confidence to say.



# Motivating the team:

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- ***Leadership qualities: Role Model: Leading Others: Empowering Others: Communication: Resolving Conflict: Line Management: Support for you as a Leader***
- As well as offering leadership we're nourishing leadership.
- See me as somebody they can model themselves on.
- Understanding people and understanding the way different people function.
- So much easier to lead.. If they have the same values and beliefs.
- They know how to manage services.. It's a bit different to having real leadership qualities.
- Listen to their feedback, take their ideas on board, try to involve people as much as possible'.



# Retreating to the safety of the nursing profession: Credibility

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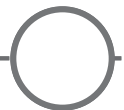
- ***Credibility: Basic Nursing Care: Knowledge***
- You need credibility and that's why I've got here because I can do the job. I can do the job really well.
- You are actually doing the same but maybe you bring that extra knowledge in as well.
- I just feel that my knowledge level is different and I probably see things differently.



# Assumed and Accepted Medical Hierarchy: Doctors

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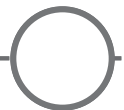
- ***Doctors: Disempowered***
- Sometimes for other professionals it's quite hard to infiltrate.
- They still know that I'm not a doctor.
- It's been three years of a battle, of people understanding what an ANP is.
- You don't have to be nominated as a leader.



# ANP's impact on patient outcomes: Managing Change

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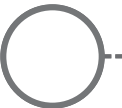
- ***Managing Change: Networking: Save Money; Maintain Quality and Governance***
- People don't cope with change very well.
- That sort of networking really helps your confidence.
- I think, particularly in the current climate, we've got lots of constraints on our work, financial constraints, we don't have enough resources.
- One goal is obviously governance for the patient.
- There's always someone above you putting pressure on you to achieve those targets.



# Discussion

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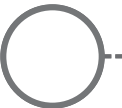
- Nursing leading nurses



# Discussion

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- Locus of Control





# Value for money

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# Discussion

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- Impact on patient outcomes



# Limitations and recommendations

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- Small study; Single interview; Self-report
- Applied and consistent leadership education
- Longitudinal study
- Wider geographical representation
- Action research



# Conclusion

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- Exemplary leadership
- 'challenge the process'

