

2024 Global Symposium-RNAO
Abstract Proposal

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Title: Champions: Frontline leaders bring sustainable and valuable changes in clinical care

Description of presentation/abstract:

To bring transformation and sustainable change in health care, frontline leadership should be supported, encouraged, and valued. Nurses and allied health staff have the creativity, insight, and expertise to drive meaningful change from the bottom up. They are on the ground every day and have the knowledge and skillset to implement evidence-based practices. They understand how to implement policies and procedures in assessments and engage patients to receive optimal results. Yet, change in health care is a top-down approach and not grass-rooted (1).

We need to create a future in which opportunities exist to optimize the front line's skill set to create leaders at multiple levels of the organization to have clear, strategic, and sustained goals and vision, which is driven by those who make the change happen every day (1).

Change is not easy in health care and can cause fear, fatigue, and burden for staff. However, change can effectively be led by frontline staff who are involved in the decision-making, planning, implementation, and evaluation process. This is crucial to value the change, have buy-in, influence the change, have a voice in directing the change, and be prepared for it (2). Changes that are initiated by the professionals themselves may be the easiest to implement and are rarely resisted. Changes that are clearly communicated, with an explanation, allow for preparation and increase the chances for success (2). Within the healthcare organization, no change is possible without the support of frontline staff. As change agents, the frontline leaders use their knowledge and skills to lead and influence change while building an environment of trust and collaboration in the team (1).

Track: BPSO Public Visibility and Outcomes

Resources:

1) National Academies of Sciences, Engineering, and Medicine; National Academy of Medicine; Committee on the Future of Nursing 2020–2030; Flaubert JL, Le Menestrel S, Williams DR, et al., editors. *The Future of Nursing 2020-2030: Charting a Path to Achieve Health Equity*. Washington (DC): National Academies Press (US); 2021 May 11. 9, Nurses Leading Change. Available from: <https://www.ncbi.nlm.nih.gov/books/NBK573918/>

2) Nilsen, P., Seing, I., Ericsson, C. *et al.* Characteristics of successful changes in health care organizations: an interview study with physicians, registered nurses, and assistant nurses. *BMC Health Serv Res* **20**, 147 (2020). <https://doi.org/10.1186/s12913-020-4999-8>