

Leadership Skills for Rehabilitation Professionals

Jeanne Morgante, Doctor of Physical Therapy, Patricia A. Tietjen, MD Teaching Academy, Nuvance Health

INTRODUCTION

Effective clinical leadership has consistently been identified as an essential component of ensuring quality care and healthy workplaces in the clinical setting. Reiterated in scholarly literature, in various government reports, and in accrediting organizations, the need for greater leadership engagement is a strategy to improve quality of care, organizational performance, and ultimately patient outcomes. Often, leadership development efforts have focused on individuals who hold formal leadership positions in health care organizations. Yet, frontline health care professionals are rarely the focus of leadership development, and evidence indicates that few organizations systematically address leadership behaviors and skills. Hence, developing leadership skills may be vital to enhance personal and professional character as it provides health care providers with the necessary tools to achieve success within their careers. Gaining a comprehensive view of the leadership knowledge areas and skills needed by Clinical Rehabilitation Professionals as an adjunct to their clinical skills was sought out as a component of Nuvance Health's growth.

OBJECTIVES

The purpose of this project was to understand the level of leadership training, resource exposure, and future leadership involvement amongst the Clinical Rehabilitation Professionals: Physical Therapists, Occupational Therapists, and Speech-Language Pathologists of Nuvance Health.

REFERENCES



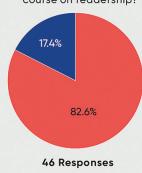
Scan for
references

METHODS

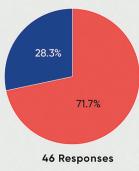
A survey was distributed to the Rehabilitation departments of the seven hospitals of Nuvance Health. The survey consisted of 5 questions that assessed Rehabilitation Professionals' access to leadership training. The questions concerned leadership within their matriculated course work, knowledge of leadership training in their professional organization and within Nuvance Health, and their likelihood to take on leadership roles within Nuvance Health.

RESULTS

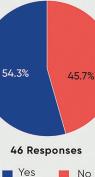
During your matriculated course work to become a healthcare professional, did you take a course on leadership?



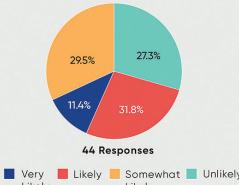
Are you aware of any leadership training courses at Nuvance Health?



Are you aware of any leadership training courses in your professional organization?



How likely are you to continue to be involved or apply for a leadership position in Nuvance Health?



CONCLUSIONS

Rehabilitation Professional's education is deeply rooted in science and clinical care. An education gap appears to exist in the formation of leadership skills. Clinical Rehabilitation Professionals may not have the necessary evidence-based knowledge regarding specific leadership styles and the ability to succeed in a leadership role. Nuvance Health has an opportunity to address the significant gap between awareness of available leadership training resources at Nuvance Health and the likelihood of Clinical Rehabilitation Professionals taking on a leadership position. Developing the skills needed in day-to-day practice on the front lines and for those who may be moving into formal leadership positions can be an excellent opportunity for Nuvance Health's Clinical Rehabilitation Professionals. Nuvance Health might consider devoting additional attention to improving the leadership training within the healthcare system to our future leaders amongst our current employed clinical rehabilitation professionals. Building personal/professional development tools for a Leadership Toolbox by presenting online resources, collateral materials, and professional organizational seminars are possibilities for learning. In addition, Nuvance Health might consider establishing a collaborative effort with the newly reorganized Human Resources Leadership and Talent teams for support within the Rehabilitation Departments across the seven hospitals.

ACKNOWLEDGEMENTS

Thank you to the Rehabilitation Managers and Professionals of Nuvance Health and fellow Academy students Mary Shah and Haley Wheeler. Much gratitude and respect to Beth West and Robyn Scatena. Most profound appreciation for Patricia A. Tietjen for leaving a legacy of teaching and learning.



Patricia A. Tietjen, MD
Teaching Academy

