



## Barriers and enablers to advanced practitioners' ability to enact their leadership role: A scoping review



Naomi Elliott<sup>a,\*</sup>, Cecily Begley<sup>a,b</sup>, Greg Sheaf<sup>c</sup>, Agnes Higgins<sup>a</sup>

<sup>a</sup>School of Nursing and Midwifery, Trinity College Dublin, The University of Dublin, Ireland

<sup>b</sup>Institute of Health and Care Sciences, Sahlgrenska Academy, University of Gothenburg, Sweden

<sup>c</sup>The Library of Trinity College Dublin, The University of Dublin, Ireland

### ARTICLE INFO

#### Article history:

Received 18 November 2015

Received in revised form 29 February 2016

Accepted 4 March 2016

#### Keywords:

Advanced practitioner

Barriers

Enablers

Leadership

Leadership capacity

Nurse consultant

Nurse practitioner

Scoping review

### ABSTRACT

**Background:** Advanced roles such as nurse practitioner, nurse consultant and advanced nurse or midwife practitioner are increasing across the world. In most countries, clinical practice, education, leadership and research are the four components that define the advanced practitioner's role. Of these, leadership is perhaps the most important part of the role, but its study has largely been neglected. There is a risk that failure to identify and respond to barriers to enacting the advanced practitioners' leadership role will limit the extent to which they can become strategic leaders for professional development, and jeopardise the long-term sustainability of the role.

**Objectives:** To identify the barriers and enablers to advanced practitioner's ability to enact their leadership role.

**Data sources:** A search of the research literature was undertaken in electronic databases (PubMed, CINAHL, PsycINFO, ProQuest Dissertation and Theses, from inception to 4–6th June 2015), unpublished research in seventeen online research repositories and institutes, and hand search of 2 leadership journals (March/April 2010–4th June 2015).

**Review methods:** Using pre-set inclusion criteria, the 1506 titles found were screened by two authors working independently. The 140 full text reports selected were reviewed by two authors separately and 34 were included, and data extracted and cross-checked. Any disagreements were discussed by the scoping team until consensus was reached. Using content analysis, the barriers and enablers relating to leadership enactment were sorted into themes based on their common characteristics, and using a Structure-Process-Outcome conceptual framework were categorised under the four structural layers: (1) healthcare system-level, (2) organisational-level, (3) team-level, and (4) advanced practitioner-level.

**Results:** Thirteen barriers to, and 11 enablers of, leadership were identified. Of these a majority ( $n = 14$ ) were related to organisational-level factors such as mentoring, support from senior management, opportunity to participate at strategic level, structural supports for the role, and size of clinical caseload. Advanced practitioner-level factors relating to personal attributes, knowledge, skills and values of the advanced practitioner were identified.

**Conclusions:** Although building leadership capabilities at advanced practitioner-level and team-level are important, without key inputs from healthcare managers, advanced practitioners' leadership enactment will remain at the level of clinical practice, and their contribution as change agents and innovators at the strategic level of service development and development of the nursing profession will not be realised.

© 2016 Elsevier Ltd. All rights reserved.

\* Corresponding author at: School of Nursing and Midwifery, Trinity College Dublin, The University of Dublin, 24 D'Olier St, Dublin 2, D02 T283, Ireland. Tel.: +353 1 8963106; fax: +353 1 8963001.

E-mail addresses: [naomi.elliott@tcd.ie](mailto:naomi.elliott@tcd.ie) (N. Elliott), [cbegley@tcd.ie](mailto:cbegley@tcd.ie) (C. Begley), [greg.sheaf@tcd.ie](mailto:greg.sheaf@tcd.ie) (G. Sheaf), [ahiggins@tcd.ie](mailto:ahiggins@tcd.ie) (A. Higgins).

## What is already known about the topic?

- Advanced roles such as nurse practitioner, nurse consultant and advanced nurse or midwife practitioner are proliferating across the international healthcare workforce.
- Leadership is one of the four components that define the advanced nurse or midwife practitioner's role.
- The leadership component of an advanced practitioner role, which ultimately impacts on future healthcare design and delivery, has largely been neglected.

## What this paper adds

- This systematic scoping review outlines 13 barriers to, and 11 enablers of, advanced practitioners' ability to enact their leadership role.
- Healthcare leaders and policy-makers need to develop not only individual leadership capability in advanced practitioners, but also leadership capacity in their organisation.
- The long-term sustainability of advanced practitioner roles depends on appropriate organisational support to enable these practitioners enact the leadership component of their role.

## 1. Introduction

Innovative advanced roles such as nurse practitioner, nurse consultant and advanced nurse or midwife practitioner are proliferating across the international healthcare workforce, especially where they substitute for doctors, or are expected to lead practice development and improve healthcare service delivery (Delamaire and Lafortune, 2010). These roles correspond with the International Council of Nurses' (ICN) broad definition of the nurse practitioner/advanced practice nurse as a registered nurse with expert knowledge, complex decision-making skills and competencies for advanced clinical practice, "the characteristics of which are shaped by the context and/or country in which s/he is credentialed to practice" (ICN, 2009:1). Role extension is valuable if it improves patient outcomes and service delivery, but the long-term sustainability of these roles depends on appropriate organisational support to enable advanced practitioners enact the leadership component of their role, deliver on practice innovation and maximise the outcomes expected of the role (Abbott, 2007; Hourahane et al., 2012; Manley and Titchen, 2012; Woodward et al., 2005). Role extension is defined as "the inclusion of a particular skill or area of practice responsibility that was not previously associated with the nurse's role" (Daly and Carnwell, 2003:160). Few studies have focused on the leadership component of the advanced practitioner role; consequently, there is a lack of clarity regarding the factors that influence the advanced practitioner's ability to act as leader.

Although leadership is often represented as a generic concept, leadership is context-specific and needs to be understood in terms of its professional and organisational contexts and not just in terms of leader competencies, behaviours, attributes and values (Turnbull-James, 2011).

There is general consensus within the international nursing/midwifery professions that leadership is one of the four components that define the advanced practitioner's role, the others being clinical practice, education and research. In many countries, the advanced practitioner is considered a key leadership position of influence for innovation, improving clinical practice, healthcare delivery and advancing the nursing/midwifery professions (Delamaire and Lafortune, 2010). Tracy and Hanson (2014) comment on the ever-expanding range of leadership domains that now includes clinical leadership, professional leadership, systems leadership and health policy leadership, whilst acknowledging there is considerable overlap across these four areas. As the nature and scope of leadership at advanced practice level is contingent on policy and guidelines, leadership practice varies across the different jurisdictions and usually is determined by the professional and regulatory bodies where these roles exist. In Ireland, for example, Advanced Nurse or Midwife Practitioners are charged with responsibility for providing clinical leadership and professional leadership (National Council of Nursing and Midwifery [NCNM], 2008):

*"Professional and Clinical Leadership:*

ANPs/AMPs [Advanced Nurse Practitioners/Advanced Midwife Practitioners] are pioneers and clinical leaders in that they may initiate and implement changes in healthcare service in response to patient/client need and service demand. They must have a vision of areas of nursing/midwifery practice that can be developed beyond the current scope of nursing/midwifery practice and a commitment to the development of these areas..."

(NCNM, 2008:7).

In other countries including Australia, Canada, Scotland, United Kingdom and United States of America the leadership dimension of the role is embedded within national policy and competency standards for advanced practitioners (Canadian Nurses Association, 2008; National Organization of Nurse Practitioner Faculties, 2011; Nursing and Midwifery Board of Australia, 2014; Royal College of Nursing, 2012; The Scottish Government, 2010). A broad definition of the concept of clinical leadership in the context of nurse or midwife practitioner includes "activities supporting the development of practice in the service" whereas professional leadership refers to "activities supporting developments outside of the service at national or international level" (Elliott et al., 2013:1039).

Countries are at very different stages of development and implementing new advanced practice roles in nursing and midwifery (Delamaire and Lafortune, 2010). The process of introducing new roles within established healthcare systems is complex, and the ongoing development of advanced practice roles is reported across a number of countries (Andregård and Jangland, 2015; Buchan and Calman, 2005; Delamaire and Lafortune, 2010; Hain and Fleck, 2014; Heale and Rieck Buckley, 2015; Kleinpell et al., 2014; Mullen et al., 2011; New South Wales Department of Health, 2007; Pulcini et al., 2010; Sangster-Gormley et al., 2011). An international trend within this literature has been to focus on clinical practice,

Download English Version:

<https://daneshyari.com/en/article/1075959>

Download Persian Version:

<https://daneshyari.com/article/1075959>

[Daneshyari.com](https://daneshyari.com)