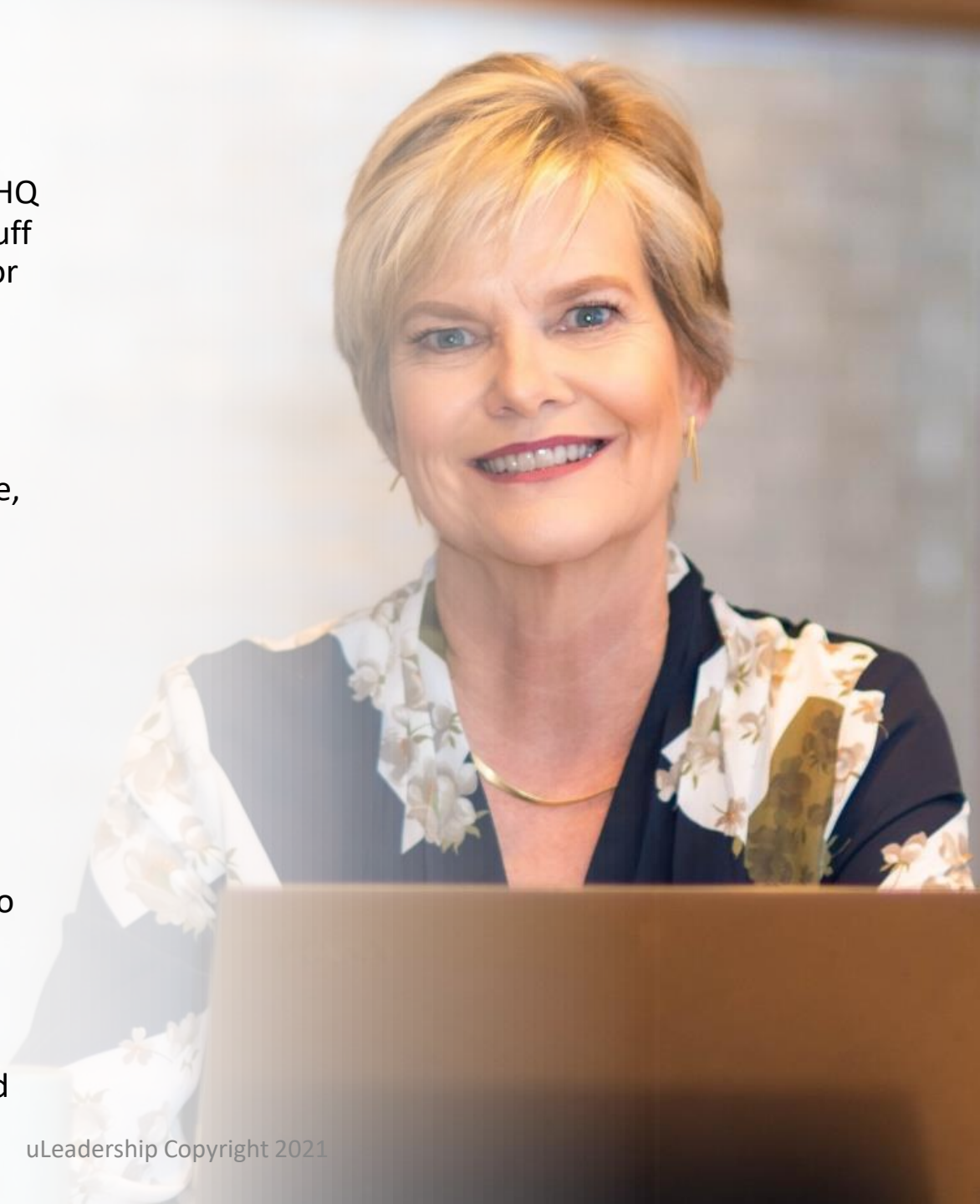


Human-Centered Leadership in Healthcare: Evolution of a Revolution

- Kay Kennedy
 - Sr. Principal, uLeadership
 - Senior Clinical Instructor, Nell Hodgson Woodruff School of Nursing at Emory University
- Lucy Leclerc
 - Assistant Professor Kennesaw State University
 - Sr. Principal, uLeadership
- Susan Campis
 - Sr. Principal, uLeadership

A portrait of Dr. Kay Kennedy, a woman with short blonde hair, smiling. She is wearing a dark blue top with a white floral pattern and a gold necklace. The background is a soft, out-of-focus grey.

Kay Kennedy, DNP, RN, NEA-BC, CPHQ
Emory University Nell Hodgson Woodruff
School of Nursing – Sr. Clinical Instructor
Sr. Principal - uLeadership™

Meet Our Team!

- Dr. Kay Kennedy is a nurse executive, nurse educator, and entrepreneur.
- By combining a love for nurses, patients, and quality improvement, she has led large nursing teams to create health work environments, satisfied patients, and consistent, high-quality care.
- Dr. Kennedy has held multiple leadership roles from the bedside to Chief Nursing Officer.
- Dr. Kennedy's goal as a leader is to ignite innovative problem-solving; develop others to be their best; and lead by serving others.


A portrait of Dr. Lucy Leclerc, a woman with long, wavy brown hair, smiling. She is wearing a white collared shirt under a dark blue blazer, a silver circular necklace, and large hoop earrings. The background is a blurred outdoor setting with a tree trunk.

Lucy Leclerc, PhD, RN, NPD-BC

Assistant Professor, Kennesaw State University
Sr. Principal Consultant, uLeadership™

Meet Our Team!

- Dr. Lucy Leclerc is a nurse executive, entrepreneur, and Assistant Professor of Nursing at KSU where she teaches leadership, professionalism, and ethics to the future of nursing.
- Dr. Leclerc's research focuses on nursing leadership in practice and in academia.
- She serves on the Editorial Board of the Journal of Nursing Education and has published research in many peer-reviewed journals.
- Dr. Leclerc seeks to reveal what already exists within nurses and nursing teams...excellence and professionalism.



Susan Campis, MSN, RN, CCRN-K, NE-BC
Sr. Principal Consultant, uLeadership™

Meet Our Team!

- Susan Campis has served in progressive leadership roles for over 12 years, her last role being Executive Director, Grady Burn Center, Grady Hospital in Atlanta Georgia.
- As Executive Director of the Grady Burn Center, she and her team received recognition as a 'top tier' unit for Patient Satisfaction 4 years in a row.
- Susan is a nurse leader whose passion for coaching and mentoring others helped produce successful nursing teams throughout her career.
- As a nurse leader, Susan works to create a safe and healthy work environment where her team can be and perform at their best, ensuring quality care and patient safety

Disclosure Statement

There is no conflict of interest for anyone with the ability to control content for this activity.

Objectives



FOREWORD BY Jean Watson

bio bio bio bio bio bio bio bio bio bio bio

HUMAN- CENTERED LEADERSHIP in Healthcare



Evolution of a **Re**volution

Kay Kennedy, Lucy Leclerc,
and Susan Campis

Foreword - Excerpt

“So many books have been written, and so many theories have been put forth on leadership—especially in the nursing field. However, to have expert nursing scholars share their vision, grounded research, emerging theory, experience and deep wisdom about leadership, from within, is a unique gift to this pressing and haunting human phenomenon. You will see in this work; it is all about humanity and all about you and NOT about you. It is about a higher consciousness that holds and captures the core truths of leadership as a universal living phenomenon of knowing/being/becoming a human-centered leader.”

-Jean Watson, PhD, RN, AHN-BC, FAAN, LL (AAN)
Founder/Director Watson Caring Science Institute
Distinguished Professor/Dean Emerita University of Colorado Denver, CON

“Nothing is more powerful than an idea that’s time has come.”

-Victor Hugo

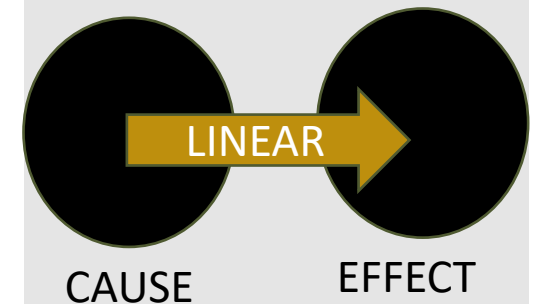
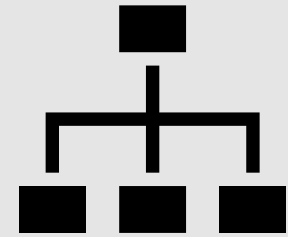


Part 1: A New Model of Leadership – It's Complex

- Chapter 1: Recognizing Humanity in a Complex World
- Chapter 2: Show Me the Evidence

Traditional Leadership

- Top-Down Communication
- Leader is above the system
- Linear Thinking
- Outcomes result from Leader's Authority and Influence



Complexity Theory in Health Care Leadership

- Leader is Embedded in the System
- Collateral Thinking
- Influencers and Innovators at the Point of Service
- Value is Determined by Consumers
- Change and Unpredictability are Predictable

O'Grady & Malloch, 2018



“Research is to see what everybody else has seen, and to think what nobody else has thought.”

-Albert Szent-Györgyi

Hungarian biochemist and Nobel Prize winner in Physiology or Medicine, 1937

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Background



**Gap in nursing
leadership research**



**Borrowed
approaches &
theories**



**Practice Theories v.
Leadership
Theories**

Show Me the Evidence!!



Aim: Generate theory aligned with essence of nursing



Background: Gap in nursing leadership research; borrowed approaches and theories; complexity science



Methods: Constructivist Grounded Theory; focus groups, qualitative analysis



Results: 15 attributes; 4 dimensions; 3 outcomes-cultures



Conclusions: unique, contemporary nursing leadership theory suited to address structure, process, outcomes



Implications: test and validate theory with proposed metrics (ANCC Magnet or Pathway/HWE) and cultures.



***“Invisible threads are the strongest ties.”
-Friedrich Nietzsche***

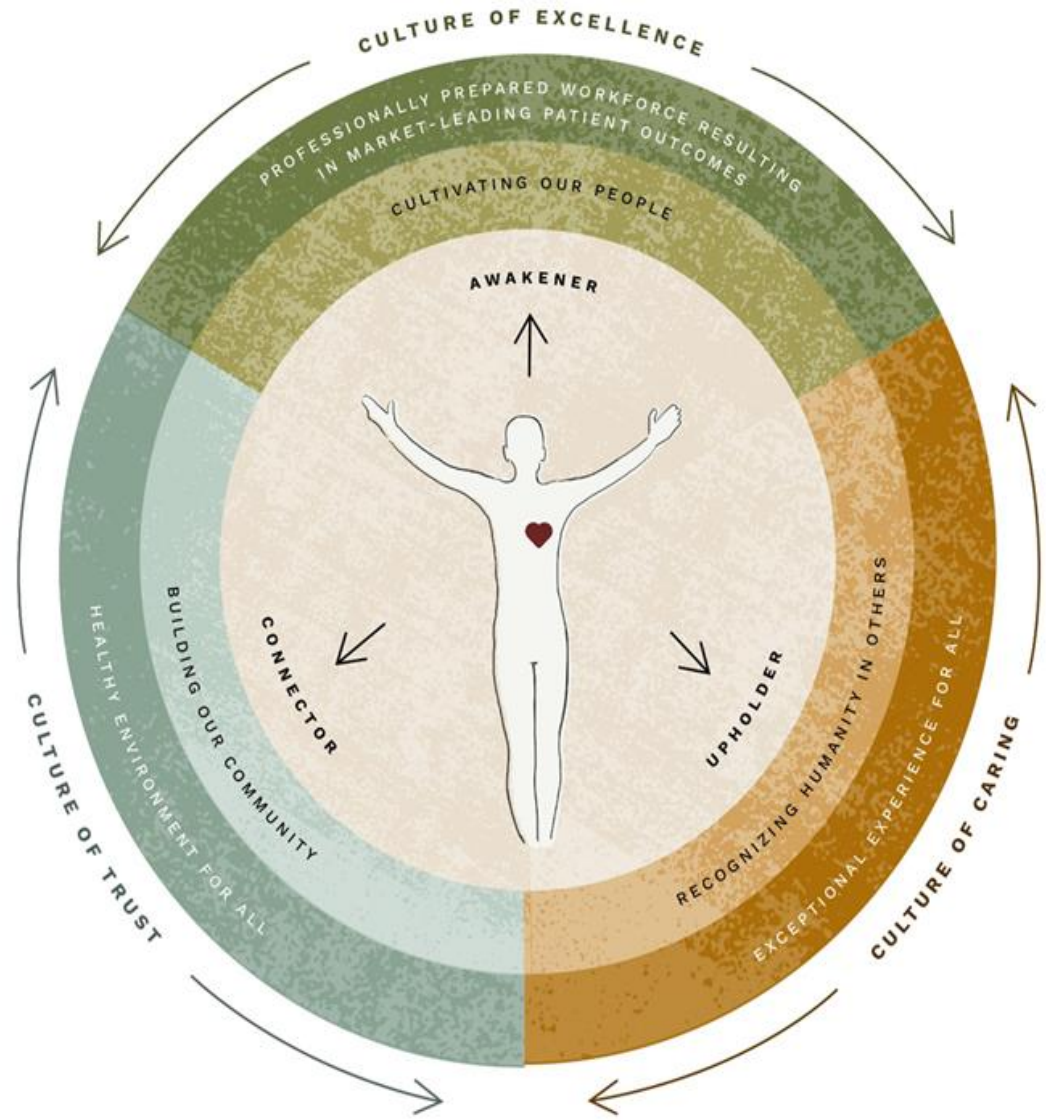
Results

Advanced Coding:

Placing Attributes within Dimensions

Awakener		Cultivates our people
Motivator		Establishes a learning culture with high expectations for ongoing learning for self and others
Coach		Provides honest feedback, address behaviors inconsistent with learning culture
Mentor		Advises on member accountability for individual growth plans
Architect		Designs structures/processes so innovation can emerge
Advocate		Ensures resources are available for best practice and professional growth
Connector		Builds our community
Collaborator		Unifies others around shared mission and vision
Supporter		Supports, recognizes, and appreciates independent problem-solving and individual contributions at the point of service
Edgewalker		Embraces change/chaos by endorsing experimentation of ideas to generate innovation
Engineer		Ensures people are plugged into processes/structures for emergence of new ideas
Authentic Communicator		Builds mutual respect and trust through nurturing intentional connections with others
Upholder		Recognizes humanity in others
Mindful		Focuses attention, awareness, and energy on present
Others Oriented		Supports with respect, kindness, empathy, and empowerment
Emotionally Aware		Recognizes and embraces humanity at all levels, self-reflective
Socially and Organizationally Aware		Leads with an open mind
Personally Well and Healthy		Practices self-care, self-compassion, self-awareness

Human-Centered Leadership in Health Care



Implications: Nurse Leaders



Answer the million-dollar question!



Evidence-Based Leadership



Influence positive cultures with a leadership style customized and rooted in the essence of nursing

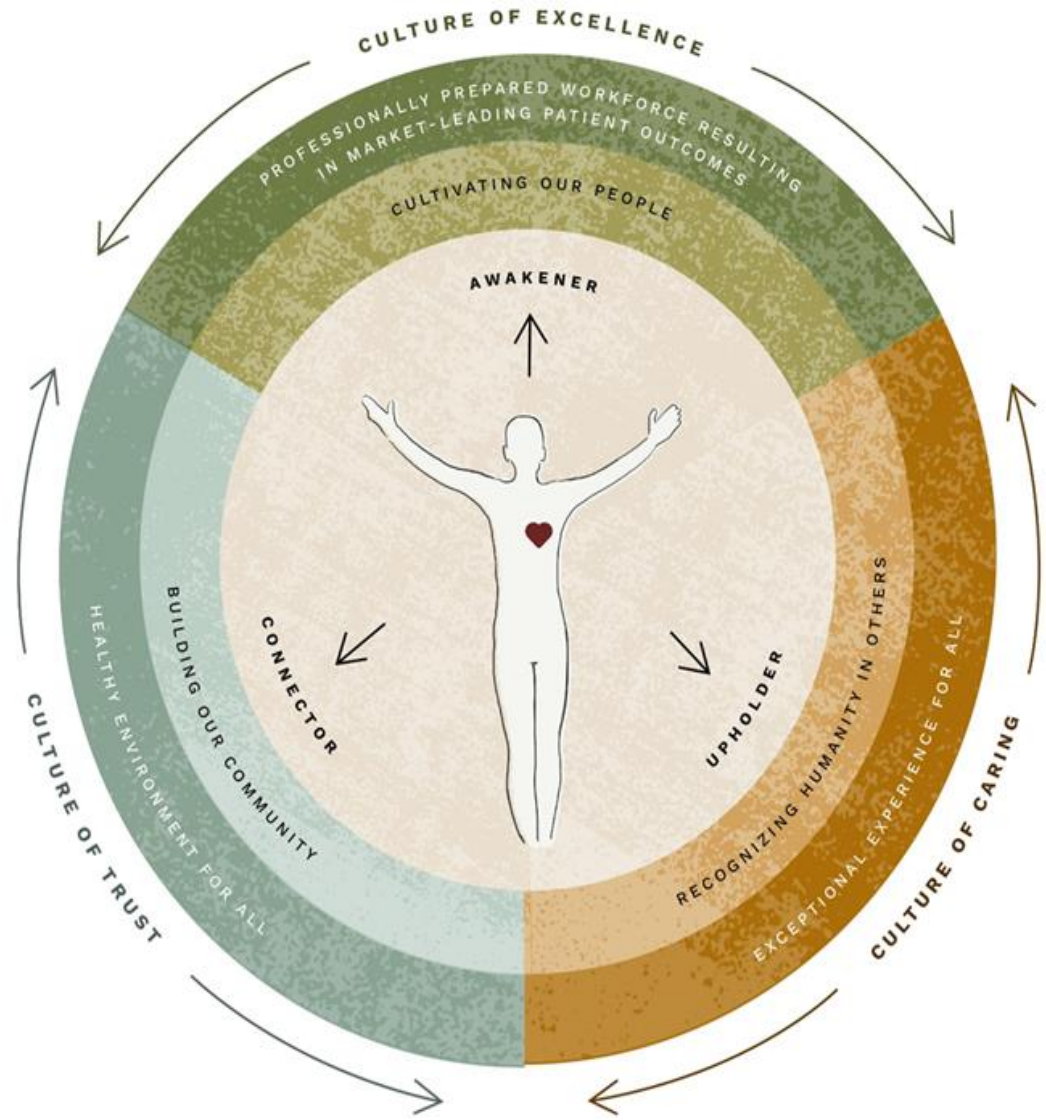


Test and validate HCL in relation to metrics e.g., HWE, Caring Science

Part 2: It Starts With You

- Chapter 3 – The Human at the Center: The Journey to Self-Awareness
- Chapter 4 – The Importance of Self-Care and Self-Compassion in a World Full of Burnout
- Chapter 5 – Two Tigers, A Mouse, and a Strawberry: The Art of Mindfulness

Human-Centered Leadership in Health Care



It starts
with you!



Well-Being



Self-Awareness



Self-Care



Self-Compassion



Mindfulness

But It's
Not
About
You!



AWAKEN



CONNECT

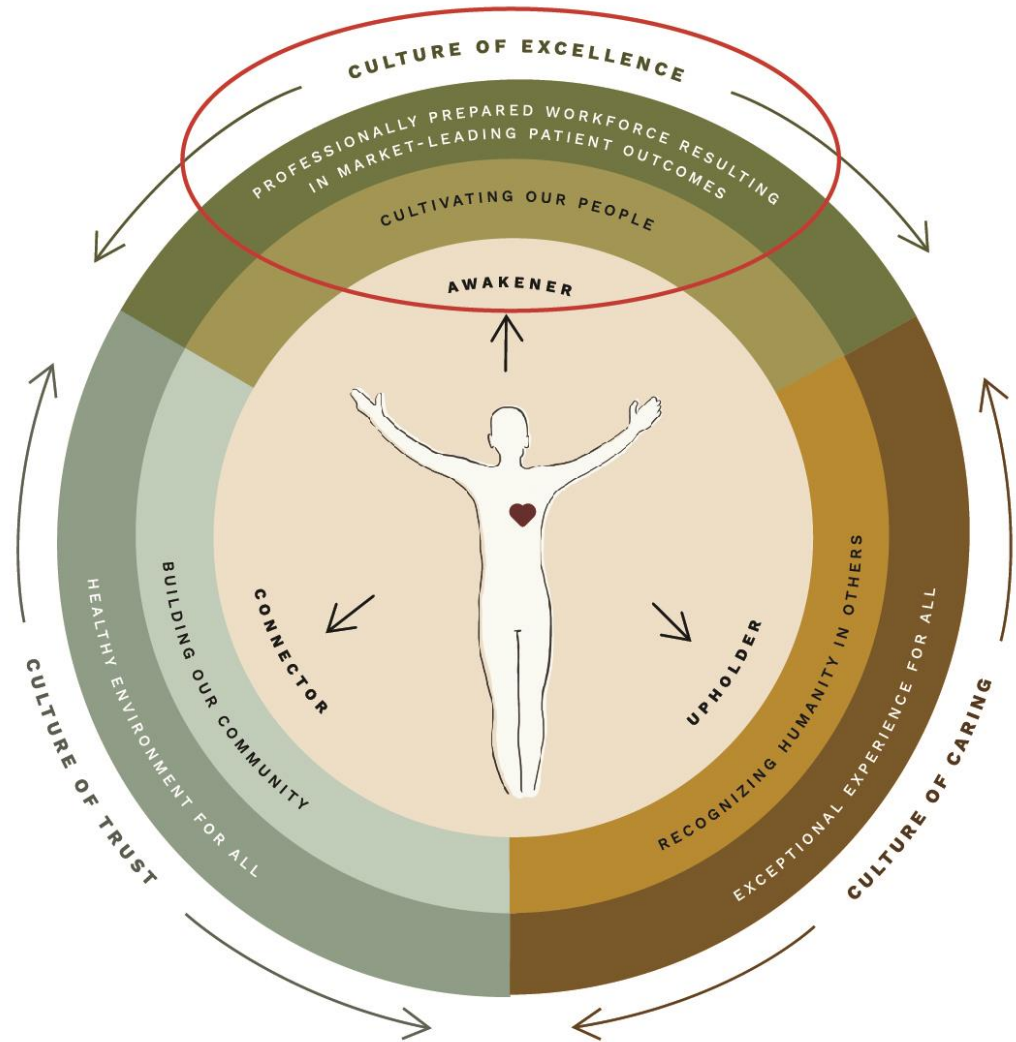


UPHOLD

Part 3: It's Not About You

- Chapter 6 – But It's Not About You!
- Chapter 7 – The Awakener: Developing a Culture of Excellence
- Chapter 8 – The Connector: Creating a Culture of Trust
- Chapter 9 – The Upholder: Cultivating a Culture of Caring

The Awakener

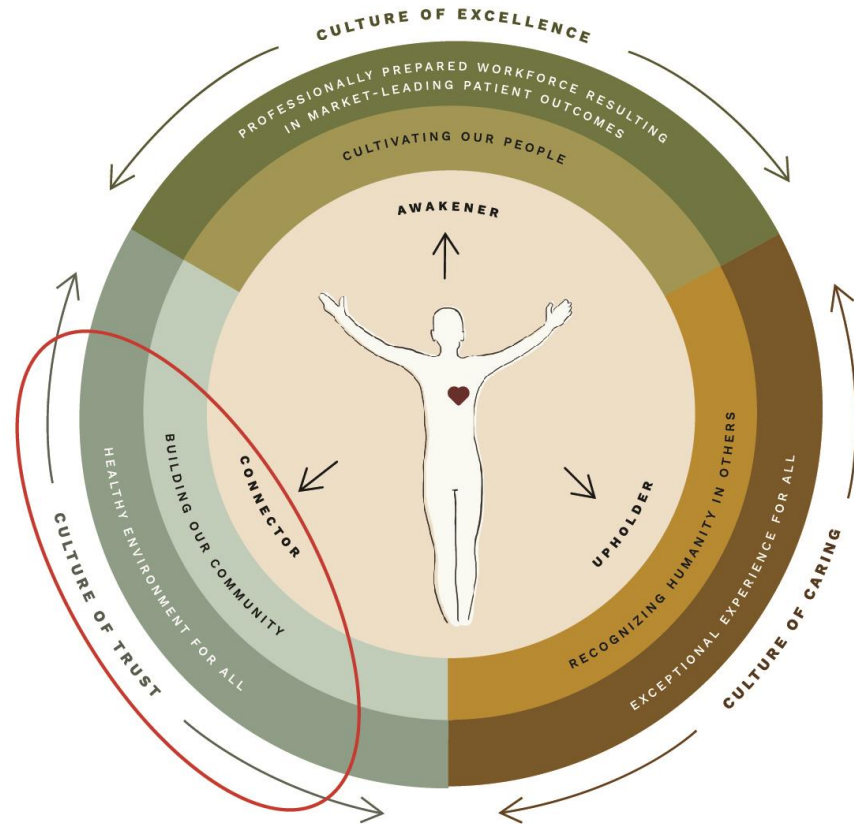


Leclerc, Kennedy, & Campis, 2021

Attributes of the Awakener

- Motivator
- Coach
- Mentor
- Architect
- Advocate

The Connector

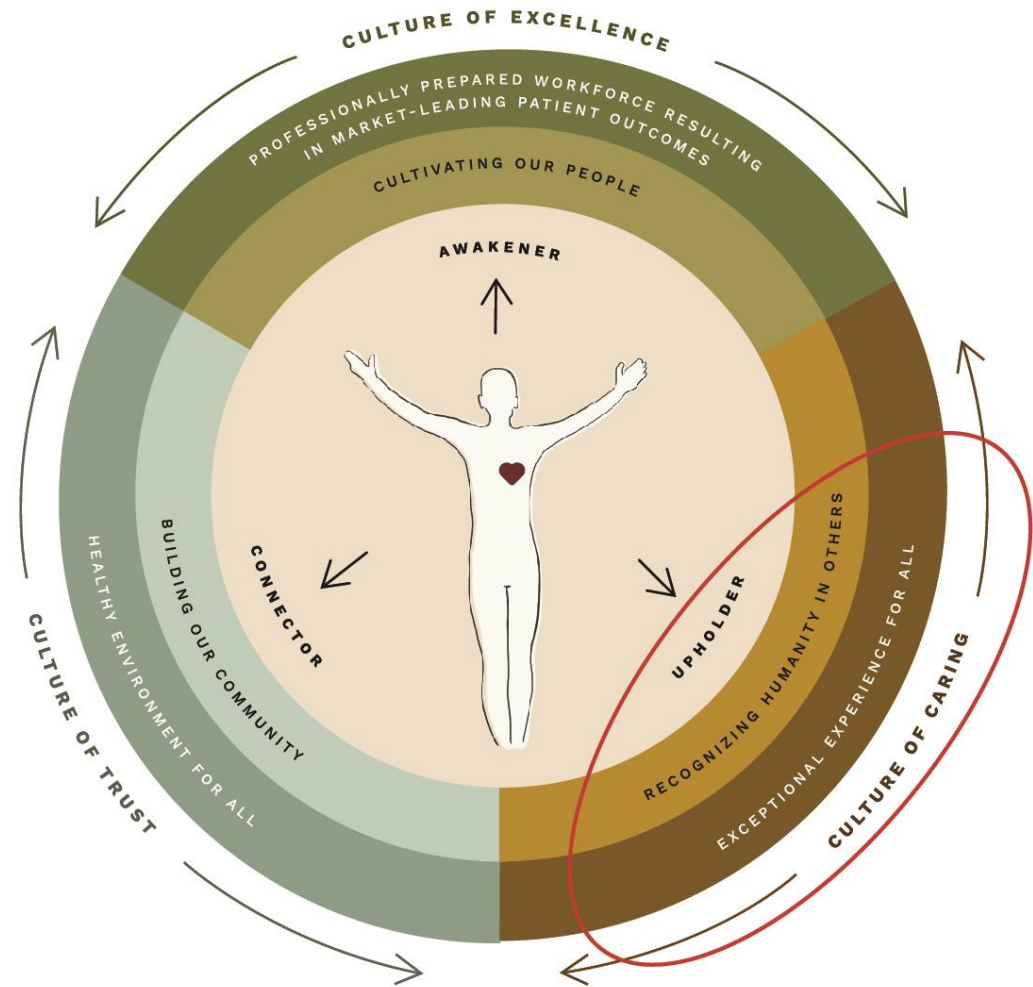


Leclerc, Kennedy, & Campis, 2021

Attributes of the Connector

- Collaborator
- Supporter
- Edgewalker
- Engineer
- Authentic Communicator

The Upholder



Leclerc, Kennedy, & Campis, 2021

Attributes of the Upholder

- Personal Wellbeing
- Mindfulness
- Others Oriented Mindset
- Emotional Awareness
- Social and Organizational Awareness

Part 4: Developing the People Who Lead the People

- Chapter 10 – Emotional Intelligence: The Key to Human-Centered Leadership
- Chapter 11 – Change Management: Expect the Unexpected!
- Chapter 12 – Connecting the Three Cs: Competence, Capability, and Complexity
- Chapter 13 – Reflective Practice: Learning from Experience
- Chapter 14 – Innovation: The Power of Thinking Differently
- Chapter 15 – Dealing With “Joy Interrupters”

Our Mission



Develop the People
Who Lead the
People
Who Care for the
People

DEVELOP



EMOTIONAL
INTELLIGENCE



CHANGE
MANAGEMENT



INNOVATION
COMPETENCY



CAPABILITY VS.
COMPETENCY



DEALING WITH
DISRUPTION



REFLECTIVE
PRACTICE

Part 4: Join the Movement

- Chapter 16 – Imagine What Could Be...
 - Butterflies, Chaos, and Your Part in All This
 - Momentum
 - Don't Let Anything or Anyone Stop You
 - Invitation to Collaborate

Appendices: Excerpts

- Appendix A: Human-Centered Leadership in Healthcare: Do a Pulse Check
- Appendix B: Attributes and Constructs with Definitions
- Appendix C: Crosswalk of ANCC (2015) Magnet Standards with Human-Centered Leadership Constructs and Outcomes
- Appendix D: Crosswalk of American Nurses Association Code of Ethics for Nurses (2015) with Supporting Culture Created by Human-Centered Leaders
- Appendix E: Crosswalk of AACN Draft Essentials for BSN, MSN, and DNP Programs (2020) with Human-Centered Leadership Constructs, Attributes, and Outcomes
- Appendix F: American Association of Critical Care Nurses (2016) Healthy Work Environment Crosswalk with Human-Centered Leadership Attributes and Cultures

Human-Centered Leadership in Healthcare Appraisal: Do a Pulse Check

Instructions: Listed below are 15 statements. Each statement provides a possible strategy for leadership. Rate each statement on a scale of 1 to 5, indicating how likely you are to use this strategy. Don't answer as you think you should, answer as you actually conduct yourself.

- 1=Rarely, if ever 2=Not very often 3=Sometimes 4=Very Often 5=Always

Score	Statements	
	a.	I provide a safe environment for my team members to grow and expect accountability for individual growth plans.
	b.	I practice self-care, self-compassion, and self-awareness as a role model for my team.
	c.	I make sure my team members are plugged into processes and structures (councils and committees) to support the emergence of new ideas.
	d.	I facilitate and support structures and processes (councils and committees) so innovation can emerge from my team at the point of care or work.
	e.	I use self-reflection to recognize humanity in myself and my team members.
	f.	I embrace unpredictability and change as the norm by endorsing experimentation of ideas to generate innovation.
	g.	I provide honest feedback and address team member behaviors that are inconsistent with a culture of excellence.
	h.	I support my team with respect, kindness, empathy, and empowerment.
	i.	I unify my team and others around a shared vision and mission.
	j.	I ensure resources are available for my team to do research and adopt evidence-based practice.
	k.	I lead my team with an open mind to respect everyone and withhold judgment.
	l.	I aim to build mutual respect and trust through nurturing intentional connections with others.
	m.	I establish a learning culture with high expectations for ongoing learning and growth.
	n.	I focus my attention, awareness, and energy on the present moment when with my team members.
	o.	I support, recognize, and appreciate independent problem-solving and individual contributions at the point of service.

Crosswalk of American Nurses Association Code of Ethics for Nurses (2015) with Supporting Culture Created by Human-Centered Leaders

ANA COE Provision	Description	Human-Centered Leadership Dimension	Associated Culture
Provision 1	The nurse practices with compassion and respect for the inherent dignity, worth, and unique attributes of every person.	Upholder	Culture of Caring
Provision 2	The nurse's primary commitment is to the patient, whether an individual, family, group, community, or population.	Upholder	Culture of Caring
Provision 3	The nurse promotes, advocates for, and protects the rights, health, and safety of the patient.	Upholder	Culture of Caring
Provision 4	The nurse has authority, accountability, and responsibility for nursing practice; makes decisions; and takes action consistent with the obligation to provide optimal patient care	Awakener	Culture of Excellence
Provision 5	The nurse owes the same duties to self as to others, including the responsibility to promote health and safety, preserve wholeness of character and integrity, maintain competence, and continue personal and professional growth.	Upholder	Culture of Caring
Provision 6	The nurse, through individual and collective effort, establishes, maintains, and improves the ethical environment of the work setting and conditions of employment that are conducive to safe, quality healthcare.	Connector	Culture of Trust
Provision 7	The nurse, in all roles and settings, advances the profession through research and scholarly inquiry, professional standards development, and the generation of both nursing and health policy.	Awakener	Culture of Excellence
Provision 8	The nurse collaborates with other health professionals and the public to protect human rights, promote health diplomacy, and reduce health disparities.	Connector	Culture of Trust
Provision 9	The profession of nursing, collectively through its professional organizations, must articulate nursing values, maintain the integrity of the profession, and integrate principles of social justice into nursing and health policy.	Connector	Culture of Trust

Note: For ANA COE provisions see American Nurses Association. (2015). Code of ethics with interpretative statements.

<http://www.nursingworld.org/MainMenuCategories/EthicsStandards/CodeofEthicsforNurses/Code-ofEthics-For-Nurses.htm>

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Cross-Reference of ANCC (2015) Magnet Standards with Human-Centered Leadership Constructs and Outcomes

Magnet Outcome Requirement	HCL Component	Culture Change Required
Commitment to Culture of Safety	Awakener	Culture of Excellence
Mentoring plans	Awakener	Culture of Excellence
Improve nursing practice environment	Connector	Culture of Trust
RN satisfaction: Leadership access and responsiveness	Upholder	Culture of Caring
Nurses' involvement in population health outreach	Connector	Culture of Trust
Delivery of culturally and socially sensitive care	Connector	Culture of Trust
Nurses and interprofessional groups contribute to strategic goals of organization	Connector	Culture of Trust
RN satisfaction: Autonomy, Interprofessional relationships, Fundamentals of quality, Adequacy of resources and staffing,	Upholder	Culture of Caring
RN to RN teamwork and collaboration / interprofessional collaboration	Connector	Culture of Trust
Decrease in never events / quality improvement based on EBP	Awakener	Culture of Excellence
Advancement of research in nursing / interprofessional	Connector/ Awakener	Culture of Trust/ Culture of Excellence

Note: From Leclerc, L., Kennedy, K., & Campis, S. (2020b). Human-centered leadership in healthcare: A contemporary nursing leadership theory generated via constructivist grounded theory. *Journal of Nursing Management*, 00, 1–1. For ANCC Magnet Standards see American Nurses Credentialing Center (2015). ANCC Magnet Recognition Program. <https://www.nursingworld.org/organizational-programs/magnet/>

American Association of Critical Care Nurses (2016) Healthy Work Environment (HWE) Crosswalk with Human-Centered Leadership (HCL) Attributes and Cultures

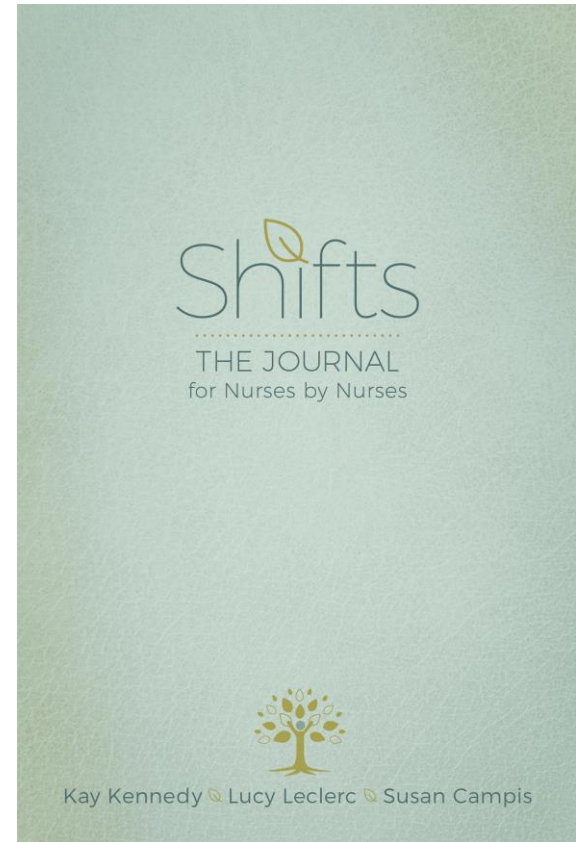
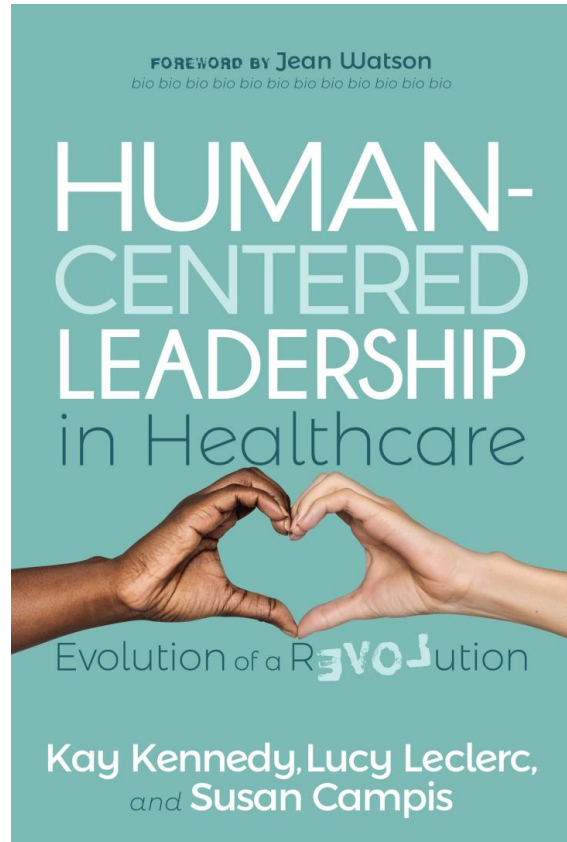
HWE Standard	HWE Questions	Human-Centered Leadership Dimension	Human-Centered Leadership Culture
Skilled Communication	Administrators, nurse managers, physicians, nurses and other staff maintain frequent communication to prevent each other from being surprised or caught off guard by decisions.	Awakener Connector Upholder	Excellence Trust Caring
	Administrators, nurse managers, physicians, nurses and other staff make sure their actions match their words- they “walk their talk.”	Awakener Connector Upholder	Excellence Trust Caring
	Administrators, nurse managers, physicians, nurses and other staff have zero-tolerance for disrespect and abuse. If they see or hear someone being disrespectful, they hold them accountable regardless of the person’s role or position	Awakener Connector Upholder	Excellence Trust Caring
True Collaboration	Administrators, nurse managers, and physicians involve nurses and other staff to an appropriate degree when making decisions	Connector	Trust
	Nurses and other staff feel able to influence the policies, procedures, and bureaucracy around them	Connector	Trust
	When administrators, nurse managers, and physicians speak with nurses and other staff, it’s not one-way communication or order giving. Instead, they seek input and use it to shape decisions	Connector Upholder	Trust Caring
Effective Decision Making	Administrators, nurse managers, physicians, nurses and other staff are consistent in their use of data-driven, logical decision -making processes to make sure their decisions are the highest quality	Awakener Connector	Excellence Trust
	The right departments, professions, and groups are involved in important decisions	Connector	Trust
	Administrators, nurse managers, physicians, nurses and other staff are careful to consider the patient’s and family’s perspectives whenever they are making important decisions.	Upholder	Caring
Appropriate Staffing	Administrators and nurse managers work with nurses and other staff to make sure there are enough staff to maintain patient safety	Connector	Trust
	Administrators and nurse managers make sure there is the rights mix of nurses and other staff to ensure optimal outcomes	Awakener	Excellence
	Support services are provided at a level that allows nurses and other staff to spend their time on the priorities and requirements of patient and family care	Upholder	Caring
Meaningful Recognition	The formal reward and recognition systems work to make nurses and other staff feel valued	Upholder	Caring
	Administrators, nurse managers, physicians, nurses and other staff members speak up and let people know when they have done a good job	Upholder	Caring
	There are motivating opportunities for personal growth, development and advancement	Awakener	Excellence
Authentic Leadership	Most nurses and other staff here have a positive relationship with their nurse leaders	Upholder	Caring
	Nurse leaders demonstrate an understanding of the requirements and dynamics at the point of care and use this knowledge to work for a healthy work environment.	Awakener	Excellence
	Nurse leaders are given the access and authority required to play a role in making key decisions	Connector	Trust

Note: For ANCC HWE Standards see American Association of Critical Care Nurses (AACN) (2016). AACN Standards for Establishing and Sustaining Healthy Work Environments: Journey to Excellence, 2nd ed. American Association of Critical Care Nurses.

Crosswalk of **AACN Essentials** for BSN, MSN, and DNP Programs with Human-Centered Leadership in Healthcare

	Description	Human-Centered Leadership: Book Chapter	Dimension	Attribute	Outcome
10.1	Demonstrate a commitment to personal health and well-being.	Chapter 3: The Human at the Center Chapter 4: Self-Care and Self-Compassion Chapter 5: Mindfulness Chapter 9: The Upholder	Upholder	Personally well & healthy, Mindful	Culture of Caring
10.2	Demonstrate a spirit of inquiry that fosters flexibility and professional maturity.	Chapter 5: Mindfulness Chapter 7: The Awakener Chapter 10: Emotional Intelligence Chapter 12: The Three Cs: Competence, Capability, and Complexity Chapter 13: Reflective Practice Chapter 14: Innovation	Awakener	Motivator	Culture of Excellence
10.3	Develop capacity for leadership.	Chapter 6: It's not about you Chapter 7: The Awakener	Awakener	Motivator, Coach, Mentor, Advocate, Architect	Culture of Excellence
		Chapter 8: The Connector	Connector	Supporter, Collaborator, Edgewalker, Engineer, Authentic Communicator	Culture of Trust
		Chapter 9: The Upholder	Upholder	Personally well & healthy, Emotional Awareness, Others-oriented, Social and Organizational Awareness, Mindful	Culture of Caring

Coming soon!



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