

Developing a Solution-Oriented Stance for Changes in Health Care Delivery



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There is a pressing need to create and innovate at the central nexus of core health care issues and problems. For health care experts and practitioners, who tend to be siloed, finding the connections across disciplines opens up the boundaries to enable linkages that enrich solution-finding. In this issue, we feature 8 articles that stimulate readers to envision change-making in new and different ways.

The current work environment is saturated with unpredictability, chaos, and uncertainty in decision making. Therefore, those in leadership need to take a broadened perspective with regard to decision making. The contributors of this issue have provided new insights and innovations for health care delivery. The authors in this issue consist of scientists, entrepreneurs, faculty, researchers, advanced practice nurses, physicians, informaticists, and individuals in a formal leadership roles. What is at the intersection of such diverse roles? The one commonality is empathy, which resulted in a solution-oriented stance for new ideas, thoughts, and innovations in health care delivery.

There is synergy in creatively merged perspectives. This summer, I served as the lead author and researcher for 2 articles: “A Typology for Innovations in Nursing” in the *Journal of Nursing Administration* and “Health Care Innovation Across Practice and Academia: A Theoretical Model” in *Nursing Outlook*. In both articles, we illustrated that there is an underlying pattern and logic that enables nurses across practice and academia to problem solve for needed actions to address challenges in patient access and care across the lifespan, in health systems, and in nursing education and research. Many of these solutions or innovations are aligned with Drucker’s areas of opportunity: incongruences in practice, the need for new knowledge, changes in perceptions, and process needs. One validating finding is that nurses in both sectors of academe and practice are working on the same issues but with different lenses and expertise. That being said, to develop future innovations and solutions, all types of lenses will be required, along with the disruption of cliques and group think.

The leader to watch in this issue, Dr. Jerry Mansfield exemplifies the theme of this issue. He grew up with parents who served as

entrepreneurial role models. He has led many initiatives and will continue to exert influence beyond the next decade. Dr. Mansfield states that other industries are recognizing the complexity within health care and have positioned themselves to provide solutions. This interest from other industries such as Amazon is another reason for nurse leaders to embrace the challenge for a new health care system and embrace it with courage.

The other contributors in this issue have provided solution-oriented ideas and innovations for health care delivery. Three platforms with incremental innovations are presented in this issue: use of nursing data, innovativeness, and well-being. Here are some thoughts about the solution-oriented stance taken by the authors for creating health care delivery change:

1. The conceptual model of innovativeness allows the nursing team to use alternative lenses and reflective strategies to problem solve pesky problems for new solutions and innovations.
2. A new responsibility for nurse leaders will be to know how to listen and evaluate innovations, because the next wave of innovations will be more incremental in nature.
3. A call for nurse leaders to lead efforts to increase the use of nursing data to improve patient care and outcomes.
4. The call to ensure team members have the core operational skill sets to effectively work with data: programming, database design, and data analysis.
5. Use of a decision support tool may provide nurse leaders with valuable and targeted information to help them understand how decisions were made with adopting new innovations.
6. A case was built for nurse leaders to maximize the use of psychotherapy with nurse practitioners (NPs) to improve patient care and enable the shift from that of a mental health NP as a prescriber to a mental health NP using the science of caring.
7. The Bogue/Carter Model of Leadership Influence on Professional Burnout, which illustrates the role of the nurse leader to mitigate well-being in the clinical environment.
8. The Healthy Habits program provides a novel approach for population health within faith-based

institutions, in an era of health, well-being, and affordability.

To execute these 8 solutions, leaders will require:

- Skills related to ongoing reflection
- Challenging the status quo
- Collaboration
- Evaluation skills
- Program planning
- Execution

All these ideas or solutions also require the global skills and environmental aspects of:

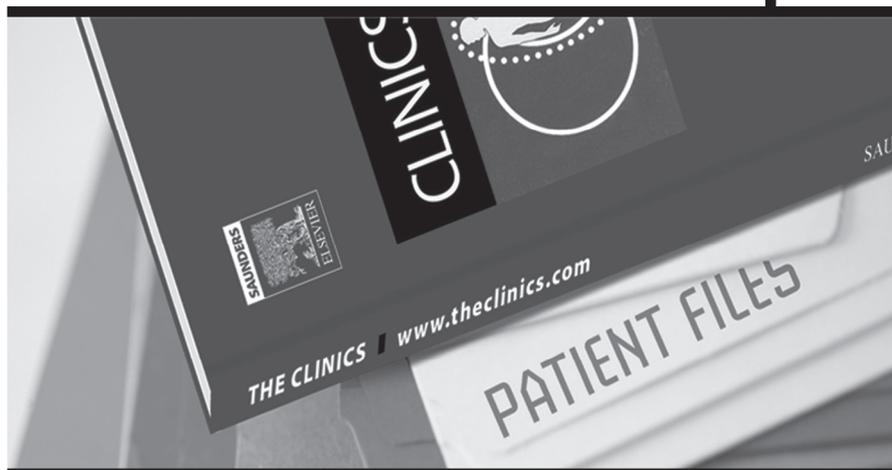
- Empathy
- Inquiry
- Openness about the challenges we face
- Questioning
- Risk
- Support

Some solutions require targeted innovations. Five of these articles are incremental innovations. They allowed the authors to re-envision solutions in the context of dissemination of new innovations, personal accountability for health care delivery, and the development of models or frameworks to provide clarity within the current chaos. I hope these thoughts, ideas, and innovations will stimulate creativity, encourage outreach for interdisciplinary problem-solving, and allow the re-examination of your current stance with decision making to enable solutions for a new health care delivery system.

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