Championing Nursing in Jordan: Is it A win-Win Situation

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Influencing change needs true Champions and leaders

- More than any other time in history, science, companies, organizations and nations need proven and qualified leaders.
- A single level of command-and-control leadership just isn’t the best approach to meet the challenges of today’s world.
- The World of health care is….The most dynamic nature amongst all professions with regard to action and interaction.
- Such dynamic nature has to be reflected on the advancement and nature of work of the all health professionals including nurses.
- Professionals who will be in key leadership positions need to be WELL prepared to manage the rapid change in a globalized and technologically driven world and a world with limited financial and human resources.
- Nurses need to be well prepared to champion the health care systems to influence change at the national and international context of policy.
His Majesty King Abdullah II has articulated a clear vision for

- Development of Jordan
- Improvement The Quality of life

The national Agenda of Jordan in 2005 highlighted the main pillars and interventions for a stronger Jordan including a solid health reform.
Championing Nursing

Nursing in Jordan is one of the strongest in the Middle East

How did We do it??

Our Tools for championing Nursing

National Policy  Quality of Care  Education & training  Research Advancement  Regional & International involvement
Amplifying the Voices of Nurses
Championing National Policy Making

- Nurses’ voices are part of the debate and policy-makers need to recognize that nursing issues are key to successful reform.

- Jordanian Nurses championed the National Agenda with regards to the component of social welfare and security which include:
  
  Health, Social Security & Poverty

The National Agenda recognizes nursing as an essential investment in the health care industry and the economy of the country.

- Drafting and revising regulations and policies. (i.e medical liability)
- Development of National strategies and health policies
- Membership of the High Health Council
- Partners in the development of the Health accreditation Council (HCAC) and Board members
- Board members of higher accreditation commission
Non Nursing National Strategies/Reform
Nurses Play significant role in the development of

- Jordanian National Action Plan for Children
- National Strategy for Jordanian Family
- National poverty strategy
- Jordan National Agenda
- National Family Protection Strategy & Violence
- National reproductive health/family planning strategies
- Higher Education strategy

And others.....
Higher Political Support

His majesty addressed nurses in the occasion of the international nurses day in 2009.

HRH advocacy and leadership at all levels: national, regional and international
HRH is the WHO Patron for Nursing and Midwifery in the Eastern Mediterranean

HRH Addressing the World Health Assembly and other health forums

Influencing the regional and global health agenda
The Establishment of the Jordanian Nursing Council JNC
Is a landmark in the Development of Nursing in Jordan

Support of HRH Princess Muna Al-Hussein
& Unique Leadership of The Country

Establishment of An Independent Nursing Body JNC

- Political Well & Support
- Commitment to excellence by government and nurses
- Partnership & collaboration among all sectors
- Patience
Jordanian Nursing Council
Regulates the Nursing Profession and Promotes Excellence in Nursing

- **Proposes** necessary legislation and policies to enhance nursing profession
- **Accredits** hospitals for training purposes
- **Certifies** nursing specialties
- **Supports** research, education and consultative services
- **Sets** standards and policies and issue position statement
- **Participates** in human resource development

Think Tank for Nursing Development & Health Issues
JNC
Structure, *Partners and Power*

**HRH Leadership**
- The President
- Ministry of Health
- Ministry of Higher Education and Research
- Health Services/ Private sector
- Deans of Nursing/ Universities
- Community Representative
- Jordan Nurses & Midwives Association

**Constitutional Power**
- Independent autonomous

**Structural Power**
- National Representation of all health sectors

STRONG STRATEGIC
Jordan Nurses & Midwives Association
1972
Championing Quality of Care and Education

Concerns about the Quality of Nursing Care are on the Rise!!!!

Emphasizing.....

the soundness of the content and process of nursing education and practice and level of sophistication needed for nurses to be able to play significant and more independent roles within a “shifting” health problems and more complex health care system.

Attention to a High Quality Nursing Environment

What have we done in Jordan to tackle these issues???

Capitalizing on one of Our Best Assets: Human Resources

- Championing projects that tackles the quality of services such as the mental health services

- Provides clinical training of new graduating male nurses to enhance their job opportunities inside and outside Jordan.

Education

- Equipping nurses to provide high quality patient-centered care and play an integral role in leading change in the health sector.

- JNC Policy education committee (membership of academic sector, service and Higher Education)

- Members of Board of trustees at the leading universities

- Developing Standards for accreditation for higher education

Being there, we managed to....
Implement Solid Educational Policies

- Identify Entry to Practice
- Termination /phasing out of diploma programs.
- Termination of High school nursing programs.
- Sat the **minimum average grade of 70%** from the high school scientific branch to enroll nursing programs

**Educational levels:**
- Associate degree
- BSN
- Bridging programs RN-BSN
- MSN
- PhD
Planning for Human Resources

The JNC conducts regular national studies on “Nursing workforce in Jordan to help policy makers plan in lights of retention and Brain Drain

- In the process of developing a retention strategy and issuing a position statements on various issues including ethical recruitment
- Development of national nursing strategies and action plans in collaboration with partners
- Develops Standards for education and practice
- Evidence based data for health planning and policy: timely information for policy makers

Capacity building and Recruitment
We have learned (from experience of others) to continue the supply of new graduates in nursing (Young generation) for the future (for anticipated future challenges) through

- Awareness campaigns/cultural constraints
- Establishment of Princess Muna education Fund
- Scholarships for graduate nursing education
- Establishment of the WHO collaborating Center for Development for human resources in nursing Presided by HRH
Knowing...

- The nature of the ever-expanding health care knowledge and complexity of care;

Today's nurses need to be more specialized than ever.

- Many physicians choose a specialty that allow them to provide focused care to patients, nurses also need to be more focused in their care and specialties.

Patients are the beneficiaries (win – win)

Specialization in Nursing ...

- Jordan suffers from shortage of specialized nurses.

- Such as other professions in Jordan, Jordanian nurses are more attracted to higher degrees like master and doctoral degrees at the expense of acquiring practical skills in clinical areas which can be attributed to the absence of continuing education system and culture of professional development and lifelong learning.
JNC Response…

The JNC Specialization bylaw was issued in 2006

*The bylaw defines and acknowledges 2 levels*

- The specialized nurse/Post basic
- Clinical nurse specialist/Master

We are facing challenges in implementation

(Recognition of roles of specialized nurses by the service and the power to implement)

Currently, JNC and partners are Revisiting specialization bylaws to give it more power to implement

To JNC urges the academic and service sectors to establish different specialties and residency programs in clinical nursing.
Championing Nursing through Advancing Research

- Nursing research takes place in universities and is recently seen in hospitals
- Enhancement of research and promoting the culture of research
- JNC biannual Conferences
- Jordanian nurses are on Editorial Boards of international nursing journals
- Reviewers for various nursing and non-nursing journals
- Publish in international journals with high impact factor
- Because we are trusted as researchers, we lead & involved in multidisciplinary research groups.

Evidence Based and Research priorities
- Two projects were ventured in implementing best practices headed by JNC,
Championing Nursing at the National, Regional and International Levels,.....

Recognizes Excellence in Nursing

• It is licensed also to provide continuing education courses according to ANCC standards

• Allocate Princes Muna Awards for Excellence in research, education, practice and leadership

At the Regional level

• Resources for education, regulation, capacity building, research and leadership, nursing practice acts, regulatory councils and establishment of nursing baccalaureate programs.
• JNC with the leadership of HRH supported the establishment of nursing councils in the region

WHO, UNFPA and ESCWA:

• Regional Standards for education, practice and research
• Disaster preparedness
• Communicable diseases
• Attainment of MDGs
• Reproductive Health
• Guidelines of Age friendly cities with WHO

As a Result of Strong Capacity Building In Nursing we have

A critical mass of Jordanian nurse Consultants for different international organizations (WHO, UN, UNFPA, USAID, UNICEF, nursing institutions in the region and the globe)
Nursing workforce in Jordan

- Jordan, is now facing a big leap in the number of nurses and in particular the Registered Nurses (RNs).

- The number of RNs has almost doubled between 2007 and 2012.

- The proportion of RNs from the rest of other nursing staff jumped to 55% in 2012 compared to 45% in 2007.

- Development of the policy of minimum nurses/patients ratio for all levels of care.

- Faculty…

- The other issue is the significant increase in the Jordanian Faculty with doctoral degrees from leading universities over the last 10 years.

- In the early 1980s we had no single Jordanian nurse with a doctoral degree and currently we have more than 200 in 2012.

  In addition to those who work in other countries and those who are working on their PhDs in leading universities.
Championing through Gender Balance
Shifting of power !!!!

The Fact That
The % of Male nursing students in the universities reached 60%
leading to
The unemployment of male nurses
HITS A RECORD with more than 3000 unemployed male nurses in 2009.
Again, Leading to
A sever shortage in female nurses!!!!!

How did we shift the power ?????

We developed and implemented an education policy of entry to
nursing programs in the universities:

30% male students to 70% female students
Males at the doctorate Level????

• On the other hand, The number of **male nurses with doctorate** degrees will surpass the number of **female nurses** with same degrees in 2015-2016.

• If the trend keeps going, the education sector in nursing will witness a **state of masculinity**.

• The higher degrees are considered as **“safety Zone” for male nurses**

• to enhance their status and increase their job opportunities in both clinical settings and administrative levels.

• Therefore a **status of “shifting of power “ will be witnessed in favour of male nurses.**
The Arab spring

• The Arab spring has unquestionably imposed greater pressure on the health care system with the Flood of Arab patients to Jordan from Arab spring countries such as Libya, Syria and Yemen.

• Over the past few decades, Jordan has embraced waves of Arab displaced people who look to Jordan as a safe place, despite the country’s limited resources. (Palestinians, Iraqis and Nigerians)

• Currently, Jordan has witnessed a large influx of Syrians refugees which approached more than a million displaced Syrians.

• This growing influx of refugees is putting Jordan’s health, education, water and energy infrastructure under enormous strain.

• The health system is dangerously overstretched and the excessive demands pose risks to our health status and social stability.

• However, very strong health system that is responsive to human needs of displaced population
  ✓ Women and children reproductive health
  ✓ Early marriage of female refugee children
  ✓ Several cases of tuberculosis, HIV/AIDS, measles cases
Nurses and nursing students have championed the major health interventions for the Syrian refugees such as:

- The nationwide vaccination campaign
- The thorough rapid assessment of governmental health facilities serving both Jordanian host communities and the Syrians living in them.

Many nurses are taking two jobs daily to cover up for the health services provided for the refugees.
## Checks and Balances

<table>
<thead>
<tr>
<th>Our wins</th>
<th>Challenges</th>
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<tbody>
<tr>
<td>• Political will</td>
<td>• Lack of M&amp;E systems</td>
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<tr>
<td>• Mastering the process; play it right</td>
<td>• Continuing education</td>
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<tr>
<td>• Strong education system</td>
<td>• The quantity jeopardized the quality</td>
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<tr>
<td>• Maturity</td>
<td>• Education-Service gap</td>
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<td>• Regulatory body/JNC</td>
<td>• Inadequate mentorship programs</td>
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<td>• Workforce planning</td>
<td>• Focused on the entity and identity of the profession on the expense of multidisciplinary-collaborative models</td>
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<td>• Empowerment of nurses</td>
<td>• Evidence for practice and policy making</td>
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<td>• Promotion of nursing as a career choice that is socially acceptable</td>
<td>• Imbalances</td>
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<tr>
<td>• Role models</td>
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<td>• Promotion of research culture</td>
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After all

Is it a Win-Win Situation

HOWEVER.. we still need to look for further opportunities !!!!!
Windows of Opportunities

- The windows of opportunities are golden gates of power for nurses to play an integral role in leading change.

- They demand stronger nursing leadership and policy skills to meet the different health challenges at the globe.

- There are endless opportunities for nurses today, we need to seek and grasp these opportunities and make a difference in our nations

- The increasing number of women in universities and higher education

- Strong Political commitment

- Better prepared national nurses and at higher levels

- Networking

- Greater awareness about the role of nurses especially that of the society

- The open world of evidence based, innovation and excellence

Now it is the responsibility of nurses to benefit from these precious and practical opportunities and participate in the realization of the reform.

What do we need???
Health Policy

What managers and policy-makers **Want from nursing??**

- Increase efficiency; provide quality, cost-effective, client-focused services;
- Input into strategic planning;
- Review and change in human resource management;
- Advice on standards, legal ethical matters, risk management

**Problem of Invisibility:** Nurses Lack

- Knowledge on health policy
- Top leadership positions
- Recognition as authority to speak for health care issues
- Leadership skills and Gender issues
# NEED for Strong Nursing leadership

## Top level management

- Strategic planning/management
- Policy development
- Resource allocation
- HR management
- Quality improvement
- Organisational culture and development.
- M&E
- Risk management

## Professional advisory roles

- Nursing standards;(external and internal)
- Policy briefs
- Managing interdisciplinary teams
- Professional development
- Developing future nurse leaders
- Nursing legal/ethical issues
- Nursing practice roles/models
- Evidence based research
- New models of care delivery
- New education curricula
- Innovation
Risk governance

- **Risk governance** refers to the actions, processes, laws, traditions and institutions by which decisions about risk handling are prepared, taken and implemented.

- Allow **intelligent “informed” risk-taking**

- **Best practice in risk governance** integrates the principles of good governance within the processes of risk identification, assessment, management and communication and includes criteria such as effectiveness, accountability, efficiency, fairness and social and ethical acceptability.

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**A Simple Framework**

1. **Establish Objectives**
2. **Identify Risks & Controls**
3. **Assess Risks & Controls**
4. **Evaluate & Take Action**
5. **Monitor & Report**

**RISK INHERENT** (uncertainty) - **CONTROL** (strategies/controls) = **EXPOSURE** (residual risk)** ACCETPANCE OR ACTION"
Lessons Learned

- Entry into leadership positions
- Rights and responsibility
- Reform..., Role?? POSITION??
- YOUR VOICE
- Cultural issues and compliance with local laws and regulations
- Be a strong Role model!
- Demonstrate your integrity – Build trust!
- Sell your vision (without being too pushy)
- Effective process to prioritize all the business "wish-lists"
- Buy-in and involvement by all
- Decentralization/delegation
- Morale productivity
- Managing different generations
- PREPARE your homework/visibility

Leadership Credibility +++

- Like a bank account. You make deposits and withdrawals via actions.
- enables leaders to get followers to do extraordinary things in organizations.
The Way Ahead...

Keep up to date on developments

Join special interest organizations

Know the key players and network (nurses and non nurses)

Form strategic alliances

Unify position with others (all possible)

Provide clear public, written statements on position

Take your seat: Communicate your position through lobbying, committees or boards, submissions, meeting with influential people, ongoing representation on policy-making

Prepare Policy briefs

Prepare young nurses for leadership

• Strategically engage in policy process involvement
Warming up the Environment !!!

**Individual Level Changes**

- Have contextual knowledge of your institution and external environment
- Understand rules and regulations
- Be familiar with research background of other nurses/INVEST in Evidence based research
- Innovative thinking and creativity
- Mentoring: Remember that men can be good mentors too
- Recognize influential people in your institution (where is the power?)

Build power through making actions visible

- Learn to negotiate for yourself; everything is negotiable
- Develop a master career advancement plan with objectives and activities
- Get endorsed by legitimate authority
- Be active, network in your institution, professional communities, and society in large
- Start behaving like you want to be – act the part
Overcome The Internal Obstacles

- Confidence in public speaking and in engaging in challenging discussions
- Ability and skills in defending positions publicly
- Ability and skills in questioning the opinions and statements of others
- Effective leader, lobbying, change agent, community development skills
- Greater awareness about the impact of nurses by costing our contribution to the health status of the population and the economy of the country

"Next Stage" approach:

- You think ahead, look ahead, and to some degree act ahead of the stage you are currently occupying.
- By doing so, you not only demonstrate your willingness to assume the role of the position you are seeking, but also your readiness to do so.
The less traveled roads!!!!!

- Be Strategic, Think Strategically WITH Passion……..Strategic Leadership
- Encourage young nurses to enhance their critical thinking and leadership skills
- Improve nursing education and practice

- Other crucial Key leadership skills/knowledge to be demonstrated:
  - Negotiation
  - Self promotion
  - Eye opening on side deals
  - Discovering unspoken rules

Learn the Ropes of Politics…Few nurses are engaged in policy development and they need to be “policy-competent,” but are not involved because they lack clear guidance on how to accomplish it.

Remember:
Developing and furthering a leadership career requires more than mastery of your subject matter
Find yourself around the table
Make your own table

- When the Situation Calls For It – Be Ready
- Leading Others in Times of Uncertainty
Nursing professionals need to understand the sources of power and patterns in politics to effectively influence health policy to protect the public.

SEEKING
SEEING and
SEIZING OPPORTUNITIES

Windows of opportunities are golden gates of power for nurses to play an integral role in leading change.

Innovative approaches as “best buys” for championing local and global health agendas.

“Nurses Must Overcome The Internal Obstacles That Silence Them.”

(Buresh and Gordon, 2000, p. 20)
The **Voice** of Nursing

“Nursing cannot be seen as a significant health care profession unless it is **visible and vocal** in connection with all the major health care issues of our time.”

(Buresh and Gordon, 2000, p. 20)
Thank You

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