

Voicing expectations: Defining tomorrow's leadership in dialysis



Head of CoE Nursing Care since 2017

Marjelka started her career in 1993 as Renal Nurse in University Clinical Hospital Centre in Rijeka, Croatia.

From 2002 till 2008 she was the mentor for haemodialysis part of the nursing education at The School of Medicine in Rijeka.

From 2008 till 2017, was the Country Nursing Manager, as well as EDTNA/ERCA Brand Ambassador for Croatia for 5 years.

She is committed to continuous improvement of the patient care quality and leading nursing profession to a higher standard.

Marjelka Trkulja

RN, Master of Science in Nursing, Head of CoE Nursing Care, CVM, CD



Voicing expectations

Defining tomorrow's leadership in dialysis

Marjelka Trkulja, Genoa, Italy September 16, 2018

Workshop setup

Group A

reasons why high performing clinic has high performance



Result group A

Good Clinic Head Nurse leadership

Group B

reasons why low performing clinic has low performance



Result group B

Bad Clinic Head Nurse leadership

Today's challenges in nursing

Registered Nursing (RN) is listed among the **top occupations** in terms of job growth through 2024. Expected grow from 2.7 million in 2014 to 3.2 million in 2024 - 16%. Project of the need for 649,100 replacement nurses in the workforce - **replacements to 1.09 million by 2024.**

Considering jointly the needs-based shortages of over 14 million health workers in countries currently below the threshold of 4.45 physicians, nurses and midwives per 1,000 population and aggregate projected global deficit of health workers against **needs** (defined differently in different contexts) **could exceed 18 million** (range: 16-19) **by 2030.**

AACN reported a 3.6% enrollment **increase in entry-level baccalaureate programs** in nursing in 2016, **this increase is not sufficient** to meet the projected demand for nursing services, including the need for more nurse faculty, researchers, and primary care providers.

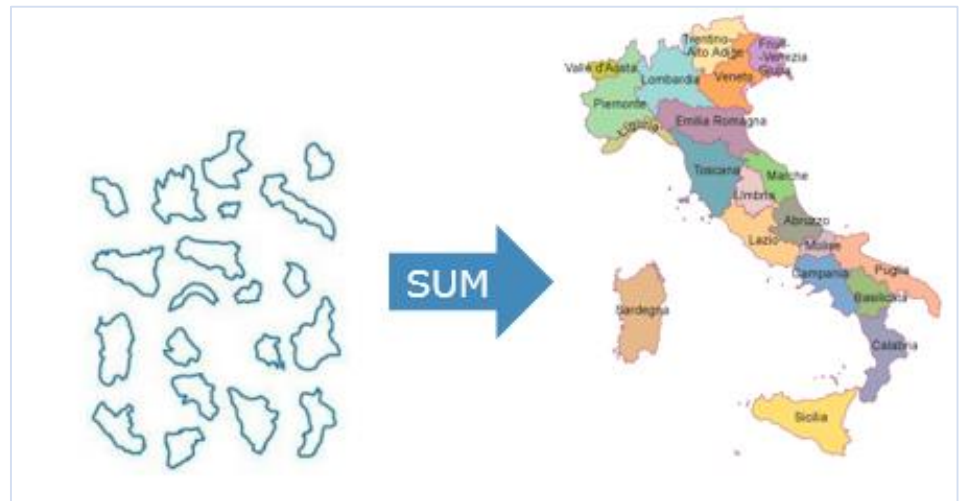
According to a 2013 survey conducted by the National Council of State Boards of Nursing and The Forum of State Nursing Workforce Centers, **55% of the RN workforce is age 50 or older.**

Every day challenges

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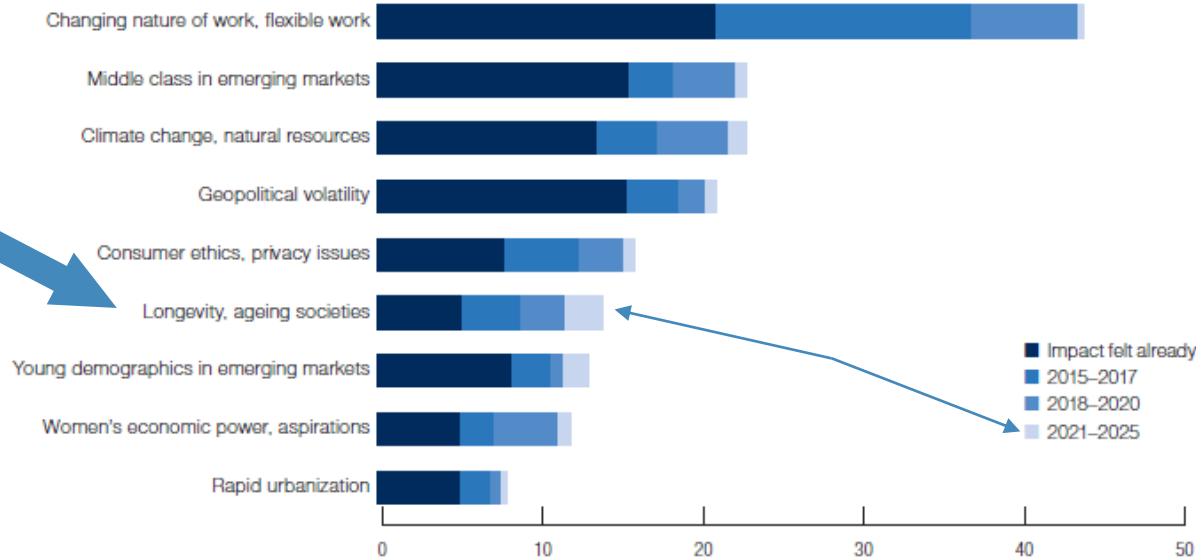
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Expectations and prediction

Figure 8A: Drivers of change, time to impact on business models
Share of respondents, %

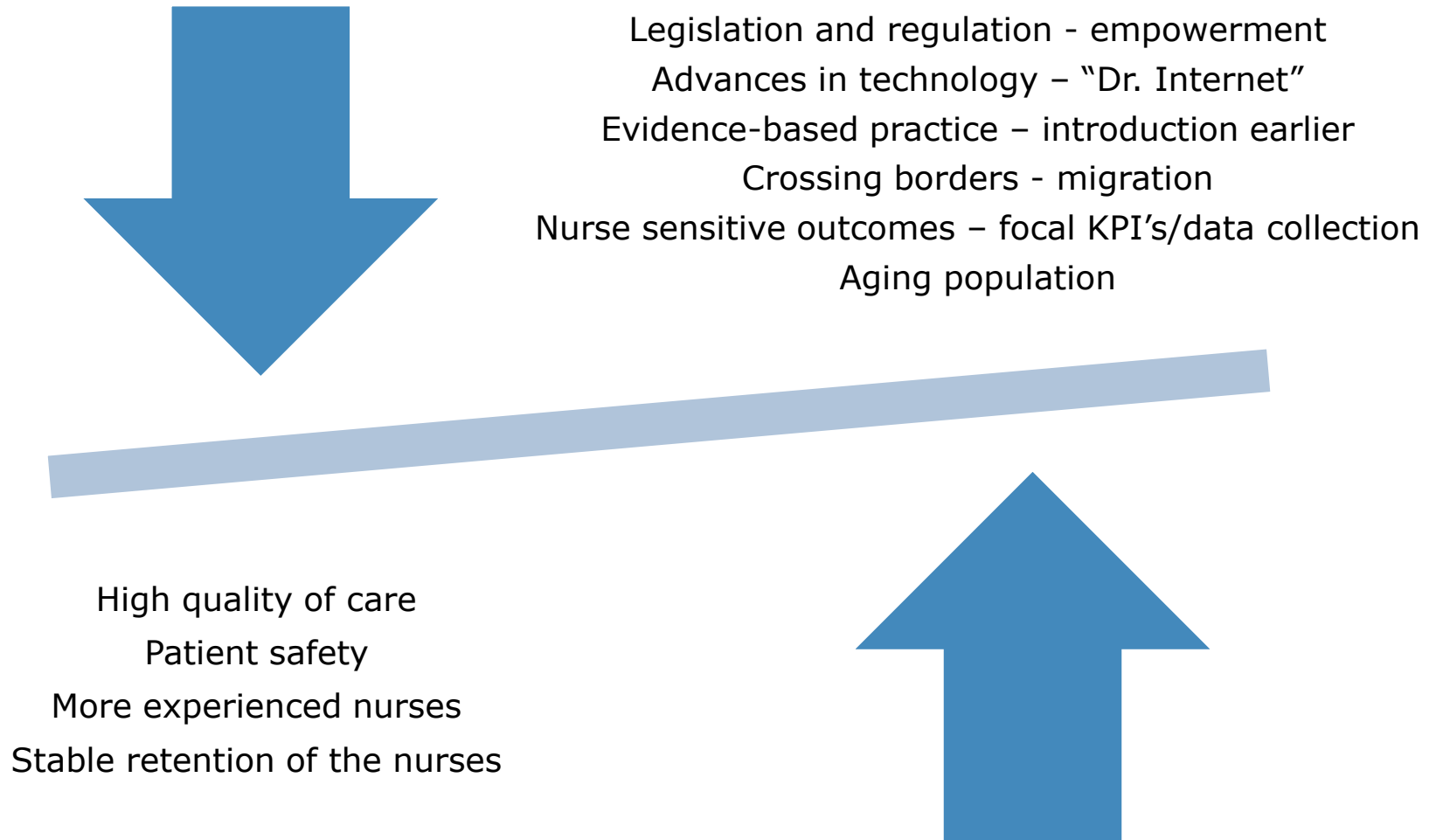
DEMOGRAPHIC AND SOCIO-ECONOMIC



Skills to develop in supporting the changes:

- ✓ Cognitive abilities
- ✓ System skills
- ✓ Complex problem solving
- ✓ Content skills
- ✓ Process skills
- ✓ Social skills

Reaching balance and base for future



Where is the future?

1.

- Nurses should practice to the full extent of their education and training.

2.

Nurses should achieve higher levels of education and training through an improved education system that promotes seamless academic progression.

3.

Nurses should be full partners, with physicians and other health professionals, in redesigning health care.

4.

- Effective workforce planning and policy making require better data collection and an improved information infrastructure.

Process of changing – Lewin's model

Apparent balance



Unfreeze



Change



Freeze



Actions to be taken

Immediate actions

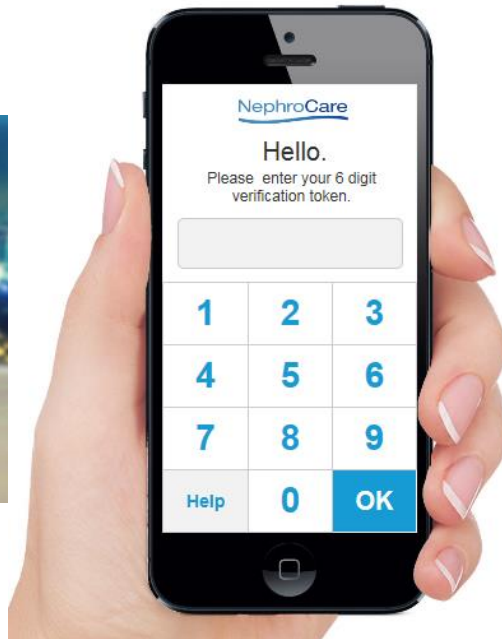
- Reinventing the HR functions
- Making use of data analytics
- Talent diversity
- Leveraging flexible working arrangements and online talent platforms



Long term focus

- Rethinking education system
- Incentivizing lifelong learning
- Cross-industry and public-private collaboration

How does the future looks like?



Be driver of the change for better future!

