

# Teaching Nursing Leadership in Liberia

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# Objectives

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- To review the understanding of nursing leadership in the United States.
- To understand the context of the Liberian culture, particularly as it relates to teaching nursing leadership.
- Explain the adaptations to the US curriculum necessary to teach leadership & management in the Liberian MSN program.

# Nursing Leadership in the United States

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# Nursing Leadership in the United States

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- There are some clear leadership values that are important in nursing in the United States.
- Schwartz, Spencer, Wilson and Wood (2011), conducted a study with peri-operative nurses to look at leadership styles in hospitals looking for Magnet recognition. They found the following leadership characteristics:
  - Idealized Influence
  - Inspirational Motivation
  - Intellectual Motivation
  - Individual Consideration

# Nursing Leadership in the United States

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- The Leadership Practices Inventory (LPI) has been used in multiple studies to determine how Chief Nursing Officers rank their transformational leadership style, their leadership practice and how their subordinates rank them in Magnet designated hospitals and other hospitals. The LPI categories include:
  - Model the Way
  - Inspire a Shared Vision
  - Challenge the Process
  - Enable Others to Act
  - Encourage the Heart

# Nursing Leadership in the United States

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- Summary of Nursing Leadership in the US
  - There should be a shared vision
  - It encourages passion and heart
  - The nursing leader should encourage others to act, should motivate, inspire and empower
  - Intellectual pursuits should be encouraged, one should speak out when they know something, or questions an action
  - Though it isn't explicit in the literature reviewed, multidisciplinary collaboration is supported and encouraged

# The Liberian Cultural Context

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# Cultural Influences in Leadership

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- In developing a leadership course for the Master's in Nursing program, it was important to consider the cultural influences on leadership in Liberia. The most important cultural influences included:
  - Gender
  - Power and influence
  - Nepotism
  - Healthcare infrastructure

# Gender

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- Liberia is a patriarchal cultural whose roots are entrenched in a tribal system and polygamy.
- Results from Allen & Devitt's (2012) study, "show the predominance of cultural and religious beliefs in respondents understanding of why men have more power in the marriage, as reflected in the high number of responses to *it is God's will and it was always like this in our culture.*"

# Gender

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- Land ownership is held by men, though the women typically farm the land. If the woman's husband dies, the land passes to a male relative and the relative may take the widow as his wife. This leaves the widow without economic means of support for her and her children. (Liebling-Kalifani, Helen; Mwaka, Victoria; Ojiambo-Ochieng, Ruth; Were-Oguttu, Juliet; Kinyanda, Eugene; Kwekwe, Deddeh; Howard, Lindora; and Danuweli, Cecilia, 2011).
- If the man takes the woman as wife, the burden of economic support and the moral and social upbringing of the children of the deceased lies on him. This practice is not common in the urban Monrovia where there is cultural diversity and infusion of Western Civilization. (personal communication, Pusah, H.M. & Page L, Aug. 17, 2015, two social workers at MPCHS).
- Socialization to the idea that men are superior to women is also seen in Liberian culture. This occurs on a religious level, as well as familial and educational level.

# Power and Influence

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- In spite of the fact that the Liberian President is a woman, Ellen Johnson-Sirleaf, men hold the position of power in Liberian society (Allen & Devitt, 2012).
- Sundaiway E. Amegashie, a Human Rights Officer at the United Nations Mission in Liberia, stated that “though Liberia has a woman President, [women] are not fully represented in the governance process of the country” (Holmgren, 2013).

# Power and Influence

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- According to Holmgren (2013), "Liberia's recent history of conflict and instability has created an environment that is, in many ways, hostile to women, with Liberian politics being a male-dominated business."
- Representation of native people's in the government is disproportionate compared to 'civilized' or anglo-Liberians. The People's Unification Party (PUP) was created to support native people with leadership ability to run for government office. Their first primary was held in July, 2014 (FPA Reporter, July 11, 2014).

# Nepotism

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- Nepotism has been a thorn in the side of Liberia's government and h
- According to The Guardian (2012), "Notwithstanding her achievements, Johnson Sirleaf has recently come under fire for nepotism, having appointed three of her sons to top government posts."
- In response to the allegations, Leymah Gbowee, the joint winner with Johnson-Sirleaf of the Nobel Peace Prize, resigned her position from Liberia's peace and reconciliation commission.

# Nepotism

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- I've witnessed nepotism in my work in Liberia and my students have said that it is something that they see as well. It is disheartening for them to work hard and achieve so much in their education and then they are passed over for a job because it's given to someone's cousin who isn't qualified (D.M., personal communication, June, 2014).

# Healthcare Infrastructure

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- The health system includes 538 health facilities, of those 448 are functioning at a minimal or substandard level.
- For example, 79% lack lighting
- 57% lack potable water
- 36% lack refrigeration for the immunization program (Rad-Aid International, n.d.)

# Health Care Workers per Population

	Liberia (2008)	Ghana (2010)	US (2011)
Nurses (per 1000 population)	.274	.926	9.815
Physicians (per 1000 population)	.014	.096	2.452

# Adapting the Curriculum

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# Text

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- The text we used was from the US: Marquis & Huston (2012). *Leadership Roles & Management Functions in Nursing: Theory and Application.*
- All the scenarios and examples were based on US institutions/organizations.
- The chapters about legal issues were based on US laws and union regulations.
- The chapters regarding licensure were based on US licensing rules, as well as professional code of conduct, ethical codes and infractions.

# US Leadership Styles and Conflict with Liberian Context

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## United States

- Idealized Influence
- Inspirational Motivation
- Intellectual Motivation
- Individual Consideration

## Liberia

- As a nursing leader in Liberia influence over subordinates is pretty absolute.
- Inspirational motivation is lacking in many institutions, according to our students and graduates. However, I have seen and experienced it in a few of our graduates.
- Intellectual Motivation is not encouraged; however, our students and graduates were supported to attend our program, so individual consideration was given.

# US Leadership Styles and Conflict with Liberian Context

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## United States

- Model the Way
- Inspire a Shared Vision
- Challenge the Process
- Enable Others to Act
- Encourage the Heart

## Liberia

- Model the Way is a challenge in this environment where the authority figure is often not a good role model.
- The vision comes from the head of the hospital or school of nursing, so for most of our students/graduates this did not pertain to them.
- Challenging the process would not occur in Liberia where authority isn't questioned.
- Enabling others to act can occur within their defined role, but not outside of it.
- Nurses and nurse educators in Liberia definitely have heart!

# Curriculum Adaptations

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- Using the information that we've discussed, the text from the US was adapted to the Liberian context.
  - Leadership theories were modified to allow for the types of challenges that would be presented.
  - For example, Servant Leadership was a leadership style that resonated with the students, however, when you are a female and you're often in the subservient position, you need to overcome that as a leader.
  - Scenarios were crafted to fit the leadership situations the students would encounter, providing the students with the opportunity to model the leadership behavior.

# Curriculum Adaptations

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- Using the information that we've discussed, the text from the US was adapted to the Liberian context.
  - Adaptations were made to discuss the topic of gender and the challenges that many of our students faced being female in a culture that is patriarchal.
  - Another adjustment that was made was to include nepotism in many of our discussions of how students were chosen to enter the school, as well as how they were treated in the classroom.
  - Additionally, the chapters that dealt with the following topics were all revised to address these issues in Liberia, rather than in the United States:
    - Health care infrastructure,
    - Payment for health care services and insurance,
    - Nursing examination, Board of Nursing, Nursing Association and Nursing Accreditation,
    - Nursing code of ethics, scope of practice and legal practice of nursing

# Conclusions

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- Teaching in another country necessitates an understanding of the cultural context of the country to be able to adapt the curriculum to fit the cultural context.
- Despite utilizing a text from the United States, the course was able to be adapted to fit the cultural lifeways of the Liberian nurses and the particular situations they would encounter as nurse leaders and educators in Liberia.