2023

Growing nurse rebels: a synergy with clinical academic career development

Underwood, Frazer

https://pearl.plymouth.ac.uk/handle/10026.1/20683

https://doi.org/10.24382/XC77-CW04

All content in PEARL is protected by copyright law. Author manuscripts are made available in accordance with publisher policies. Please cite only the published version using the details provided on the item record or document. In the absence of an open licence (e.g. Creative Commons), permissions for further reuse of content should be sought from the publisher or author.
EDITORIAL

Growing nurse rebels: a synergy with clinical academic career development

Dr Frazer Underwood¹, ², ³

¹Associate Clinical Professor/Consultant Nurse in Older Peoples Care and Co-Director of the South West Clinical School in Cornwall. Royal Cornwall Hospitals NHS Trust, TRURO, TR1 3LJ, UK. ²Honorary Associate Clinical Professor and Deputy Director of the University of Plymouth Centre for Innovations in Health and Social Care: A Joanna Briggs Institute Centre of Excellence. University of Plymouth, Drake Circus, PLYMOUTH PL4 8AA, UK. ³Senior NMAHP Lead for Research, South West Peninsula Clinical Research Network, Health, Wellbeing & Innovation Centre, TRURO, TR1 3FF, UK.

Email: frazer.underwood1@nhs.net

Submitted for publication: 21 March 2023
Accepted for publication: 31 March 2023
Published: 31 March 2023

Background

This is the second journal edition dedicated to the Chief Nurse Research Fellows development projects (Underwood et al., 2022). Coaching these future clinical academics on this programme affords a personal reflection on a time when I was taught to make impactful - evidence informed - change in challenging practice situations. I graduated from the School of Health and Care Radicals in 2016, now The School for Change Agents (http://horizonsnhs.com/school/). I had been schooled in ‘Rocking the Boat’ and had my change agent skills developed and nurtured in order to send ripples of change, as I slowly rocked and agitated the metaphorical waters of local healthcare structures and services to introduce change and make it stick. This led me to consider the leadership traits of healthcare radicals and rebels and how we should develop these traits in our future clinical academics.

Nurse rebel traits and the clinical academic

de Kok et al. (2021) in their scoping review described three conceptual aspects of rebel nurse leadership: a ‘positive deviance approach’, meaning the rebel consciously and systematically used behaviour change methods (capability, opportunity and motivation (Michie et al., 2011) in their change situation; they adopt unconventional and non-confirmative behaviours, rubbing against the norm to make the ‘best’ change happen (always centred on the patient with a focus on positive outcomes); and draw on important social networks and relationships, often seen as a role model, influencing others and spreading successful practice. Underpinning these conceptual aspects, the scoping review heighted several competencies. These include the ability to collaborate inside and outside their organisation; to absorb and share expert evidence-based knowledge; to critically reflect on the problems with practice and their processes, being daring to challenge the norm; and to actively generate new ideas and potential solutions to improve care (de Kok et al., 2021).
These conceptual aspects of the rebel nurse leader and underpinning competencies have synergy with the development of junior clinical practitioners to realise their potential and become our future clinical academics.

Their paper highlights three factors that are central in the development of rebel leaders (de Kok et al., 2021): they describe ‘dialogue and reflection’, recognising the importance of facilitated multi-professional reflective debate to confidently share experiences and to develop and construct new ideas; networks and alliances are key to spread new ideas and deviant actions; and the ‘role of management’, noting that although positive deviance is always bottom-up, management involvement and support is important to understand, align and maximise support.

Conclusion
It is useful to consider the conceptual aspects and competencies highlighted in the rebel nurse leadership literature (de Kok et al., 2021) to identify future healthcare rebels and develop them in future clinical academic programmes.

References
