

# Nursing Leadership and Its Influence on Patient Care Quality and Public Health Outcomes

Mshari Aziz Hasen Alhakmi<sup>1</sup>, Kaif M J Al-Sokary<sup>1</sup>, Abdullah Yahya Abdullah Alasmari<sup>1</sup>, Sameer Awad Jaber Alsalmi<sup>1</sup>, Hammad Fawzan Hammad Alotaibi<sup>1</sup>, Ahmed Mohammed A AlShahri<sup>1</sup>, Mosa Hamed Mohammed Almalki<sup>1</sup>, Khalid Mohammed Dakhel Alshahrani<sup>1</sup>, Ali Yahya Mohammed Alwadei<sup>1</sup>, Ahmad Yahya Ahmad ALZahrani<sup>1</sup>, Mansour Mohammed Aldunayyish<sup>1</sup>, Hamid Ahmed Althagafy<sup>1</sup>

<sup>1</sup>Nurse, Erada and Mental Health Complex in Taif

---

Received: 10.08.2024

Revised: 14.09.2024

Accepted: 29.10.2024

---

## ABSTRACT

**Introduction:** The public health status for the care of patients depends a lot on the nursing leadership that is present in the organization. Nursing leaders impact various parameters that characterize the nature of health care delivery systems today such as patient satisfaction, patient safety and the health care organization's performance. Therefore the call for leadership in nursing has been propelled in recent years as healthcare organizations operating under new and ever-changing demands of patient needs and the constantly evolving healthcare systems across the globe.

**Aim of work:** To investigate the influence of nursing leadership on patient care quality and public health outcomes.

**Methods:** We conducted a comprehensive search in the MEDLINE database's electronic literature using the following search terms: Nursing, Leadership, Influence, Patient Care, Quality, Public Health, Outcomes. The search was restricted to publications from 2016 to 2024 in order to locate relevant content. We performed a search on Google Scholar to locate and examine academic papers that pertain to my subject matter. The selection of articles was impacted by certain criteria for inclusion.

**Results:** The publications analyzed in this study encompassed from 2016 to 2024. The study was structured into various sections with specific headings in the discussion section.

**Conclusion:** In conclusion, nursing leadership is the central aspect of patient care and population health. Structurally, nurse leaders provide positive influences on the health care system affecting patient political climate on three levels by setting patient centered care standards, supporting nursing staff, and demanding health care policies that reduce health disparities. The continual fostering of capacities about nursing leadership is crucial to enhance the systems of healthcare with patients' emphasis as well as to create health systems that would be ready for future challenges.

**Keywords:** Nursing, Leadership, Influence, Patient Care, Quality, Public Health, Outcomes

## INTRODUCTION

The position of the nursing leadership is critical in determining the quality and the health status of the populace within the public health. Nursing leaders impact many aspects of health care, from patient satisfaction, safety to the organization's healthcare systems. In the recent past, there has been an increasingly dire need for strong leadership across the nursing profession to fully capture the dynamics of the growing and complex populations as well as the enhancement of policies, and practices within the realms of healthcare organizations (Akbiyik et al., 2020).

Nursing leadership also determines the quality of patient care through forging of standards that influence safety of patients and also communication. Effective managers ensure that values of patient-oriented decisions are driven so that the patient's best interests are prioritized. Clear communication is critical to the implementation of this model so that leaders clarify communications between health care teams and eliminate misunderstanding of treatment plans (Ibid). Biggest nurse leaders who support safe staff number ratios, evidence based practices, and continuing professional education support conditions that allow nurses in delivering excellent services. This, in turn results in better patient health outcomes, reduced hospital acquired infections, fewer medication errors, and decreased hospital mortality (Lee et al., 2023).

Furthermore, nursing leadership plays a role in determining job satisfaction and consequently the turnover rate of nursing staff an aspect so important for providing quality patients' care. Research literature shows that health

care staff that is led by transformational leaders become more satisfied with their job assignments, perceive greater value, and are liable to remain on the job (Boamah et al., 2018). This is particularly vital when there is shortage of nurses through high turnover leading to poor patient care continuity coupled with increased pressure on the healthcare team. Nurse leaders who create environments of practice that support staff and invest in staff stability decrease professional burnout and turnover, thus the quality and stability of care.

On a larger level, the role of nursing leadership plays a major role in policy formulation and change in regard to health related factors. There are several important roles nurses perform for public policy, nurse leaders advocate policy that target the social determinants of health, increase access to health care and decrease the health gap. For one, most of the nurse leaders have played a central role in the promotion of such policies such as preventive care and community health ones that are vital in tackling chronic diseases and any other common diseases (Donkin et al., 2018). Nurse leaders bring clinical experience and awareness into policy decision making to benefit patients at the individual and societal levels (Wei et al., 2020).

Another dimension that comes out more strongly in relation to nursing leadership is the availability of the nursing leadership during crisis such as the current COVID 19 where many of the heads of healthcare responses were nurses. Through leadership they managed to steer teams in facing unprecedented experiences more so of delivering strong healthcare standards amidst scarce resources and increased patients' workload (Sihvola et al., 2022). Leadership skills important in the current health context comprised adaptability and resilience coupled with ethical practice in the face of colossal challenges presented by the current health crisis.

### **AIM OF WORK**

To investigate the influence of nursing leadership on patient care quality and public health outcomes

### **METHODS**

A comprehensive search was conducted on recognized scientific platforms, including Google Scholar and Pubmed, using specific keywords such as Nursing, Leadership, Influence, Patient Care, Quality, Public Health, Outcomes. The aim was to gather all relevant research papers. The articles were chosen according to certain criteria. Upon conducting a comprehensive analysis of the abstracts and notable titles of each publication, we eliminated case reports, duplicate articles, and publications without full information. The reviews included in this research were published from 2016 to 2024.

### **RESULTS**

The current investigation concentrated on the influence of nursing leadership on patient care quality and public health outcomes between 2016 and 2024. As a result, the review was published under many headlines in the discussion area, including: The Role of Nursing Leadership in Patient Care Quality, Influence of Nursing Leadership on Staff Satisfaction and Retention, Nursing Leadership Styles and Their Influence on Patient Care Quality, The Role of Nursing Leadership in Promoting Evidence-Based Practice, The Impact of Nursing Leadership on Patient Safety, Nursing Leadership in Crisis Situations, The Broader Impact of Nursing Leadership on Public Health Outcomes and Recommendations for Enhancing Nursing Leadership in Healthcare

### **DISCUSSION**

In the health sector, nursing leadership is important in promoting accountability for optimal patient care and advancement of public health. Leadership in nursing contributes to improving patient experience, decreasing risks, and increasing the overall quality of care as well as cultivating health promotion among populations (Orukwoku, 2022). Such influence is especially important as the work profile of a modern healthcare provider involves the necessity to adapt to new policies, treat patients comprehensively, and respond to the community's needs. Leadership ensures that nurses are able to practice at their full capacity so as to enhance the health of the patients as well as the public health facilities. This review aims to establish the relationship between nursing leadership and patient care outcomes, leadership approaches, and leadership on the individual and population level.

#### **1. The Role of Nursing Leadership in Patient Care Quality**

The nursing leaders are supposed to be the pioneers that create and enforce structures that support patients' centered care, communication and safety. Transformational leaders make it their priority to have patient quality as one of the key priorities and ensure that nursing teams have all what they need to offer quality care. By placing patients first, they avoid errors in prescription of drugs, failure to adhere to recommended medical procedures, development by the patients of sickness complications and other related factors such as hospital acquired diseases (Asif et al., 2019).

To be more specific, a good number of nurse leaders guarantee that staff members adhere to correct procedures on how to prevent infections, how to transfer patients, or how to manage the flow of care. Using performance metrics related to patient processes, they describe preferred levels of care and help their staffs achieve those levels through training and other staff development efforts. Managing staff insisting on output results pay

attention to the patient's outcome and encourage them to bring out the best in offering safe and quality care in accordance with patient's needs (BarcellosMorcelli et al., 2023). Consequently, effective leadership by nurses in clinical practice has been linked with low mortality and better health.

## **2. Influence of Nursing Leadership on Staff Satisfaction and Retention**

Nursing leadership is also a strong determinant of job satisfaction and retention, which is in turn connected with the efficacy of patient care (Hoxha et al., 2024). Research findings indicate that nurses taught by transformational leaders had higher levels of job contentment and lower rates of burnout (Boamah et al., 2018). Healthy work environment and staff recognition advanced by leaders lead to the creation of working conditions that provide nurse employment retention, providing continuity in care.

Nurse leaders encourage supportive organizational culture and demand staff cooperation discourage turnover, which is significant in health-care organizations (Cheng et al., 2016). Since high turnover may lead to shortages of staff, it can cause interruptions to patient care and put more pressure on the remaining employees that could result into effects on the quality of care. Inputs such as manageable workloads, fair staffing ratios, and wellness support from nurse leaders contribute to practice environments that make staff feel valued and that enable them to deliver individualized and empathetic patient care (Aiken et al., 2022). When there is reduced burnout and turnover, the nursing leaders help in developing a more stable population that can bring about improved patient care delivery.

## **3. Nursing Leadership Styles and Their Influence on Patient Care Quality**

In general, managing leadership predicts patient care quality in different ways depending on the style exercised (Cumming et al 2018). For instance, transformational leadership has been evidenced to enhance care quality and staff overload through promotion of innovation, staff development and focus to patient centered values/aims (Boamah et al., 2018). It is important when leaders want the ordinary to perform extraordinary in a way that encourages staff to deliver quality care and get better results.

On the other hand, the transactional leadership mainly focuses on more of the achievement of the operational goals and the consequent incentives or consequences. Although this approach can be useful in terms of the hereby findings concern with guaranteeing compliance with protocols, procedures, and guidelines, it does not result in transformational leadership to the same extent as the latter (Cummings et al., 2018). Servant leadership that focuses on the leader serving his or her subordinates also has a possibility to improve the quality of patient care as well as bring positive change for those who perhaps have experienced numerous hardships in their lives. This style could also be viewed in conjunction with the patient-centered care model, because it takes into consideration the needs of the patients as well as the staff (Nwaobia, 2020).

## **4. The Role of Nursing Leadership in Promoting Evidence-Based Practice**

Nursing leaders are most active in the performance of Evidence-Based Practice (EBP) since it predominantly benefits in proving quality as well as effective patient care (Patton, 2023). Leaders who support EBP challenge individuals and groups to make clinical decisions based on research evidence, guidelines, and patient preferences leading to better patient outcomes. Due to the incorporation of meaningful learning and research into practice, nursing leaders facilitate enhanced can promote care that results in improved patient outcomes (Melnyk&Fineout-Overholt, 2022).

In order for EBP to be done effectively, the nurse leaders have the obligation to advocate for availability of, provision of training and mentorship for professional practice. Implementers have a legal mandate to eliminate barriers to EBP by providing nurses and other staff members with up-to-date information as well as training in interpreting and applying research in practice settings. These actions aim at providing precise oversight over the directions in which patient care is progressing as well as leading to improved quality, safety, and efficiency of its delivery (Melnyk et al., 2021).

## **5. The Impact of Nursing Leadership on Patient Safety**

Hospital safety is one of the main components of the quality of health care services, and a strong leadership in nursing serves as the key factor in promoting safe patient care. Managers set performance expectations of safety, monitor compliance and make sure that personnel report possibilities of mistakes or danger. A study proved that staff nurse leadership experience was positively linked with few adverse events including fall, medication mistake and infection acquired within the hospital (Cummings et al., 2018). Through the promotion of such achievements namely staff being able to report instances of adverse occurrences and errors, nurse leaders can pin point mistakes most likely to reoccur.

Other stakeholders involved in staffing also include; Nurse leaders also have a big responsibility of demanding safe staffing levels. When staff is overworked they are bound to make mistakes, while making sure that leaders do not compromise on safe nurse to patient ratios benefits patient safety and care quality. Since staffing policies aim at enhancing precautions that involve patient's acuity and the level of care, advocate by the nurse leaders develop safer areas where the nurses are able to offer specialized attention to the patients (Weingartner, 2023).

## **6. Nursing Leadership in Crisis Situations**

A clear example is during natural disasters or epidemics where the nursing leadership emerges as critical to moving around coordination of care adequately. They were leading the teams, responding to changes in

practices, shortages and crisis measures in facilities throughout the COVID-19 pandemic (Shivola et al., 2022). Senior managers learnt to be proactive, especially in the current volatile and uncertain environments, and embrace the right ethical values to enable their organisations respond appropriately well to situations of distress without compromising the health of patients.

Emergencies require fast action and clear word choice, of which leadership greatly sharpens. Crisis management professional nurses are accountable for coordinating their staff, managing resources, and keeping staff motivation high. These leaders help to indicate that healthcare continues to be a diploid service even in the most trying times (Wymer et al., 2021).

### **7. The Broader Impact of Nursing Leadership on Public Health Outcomes**

Nursing leadership is not just confined to patients care but also has an important part to play in determining their and public health. A large number of nurse leaders have a formal role at policymaking level where they actively engage in promoting policy agendas related to Health equity, social determinants of health and community-based care. For example, head and staff nurses may advocate for increased availability of preventive services they realize the importance of these as methods of alleviating the number of non-communicable diseases (Qtait, 2023).

Additionally, as clinical strategists nurse leaders inform health policy to enabling or recommending interventions that will enhance community health. Nurse leaders have been in the forefront in engaging the government to resource polices that protect the poor families, the elderly, and the chronically ill. As policy makers therefore, nursing leaders go a step further in the impact they make beyond individual patients and families, contributing positively to each community's health on the bigger picture (Davis & Lindell, 2024).

### **8. Recommendations for Enhancing Nursing Leadership in Healthcare**

Given the significant influence of nursing leadership on the quality of the patient care and public health outcomes and, therefore, it is important for healthcare organizations to invest in the growth of good leadership within nursing (Foots et al., 2023). Recommendations for enhancing nursing leadership include:

- **Leadership Training:** There are opportunities to provide leadership courses in the management, communication and strategic thinking to turn nurses into leaders.
- **Mentorship Programs:** The role of formal and informal nurse leader's experience mentorship programs where senior, experienced leaders help junior, less-experienced ones might promote professional development and secure continuous leadership quality presence.
- **Advocating for Safe Staffing Levels:** Nurse leaders should engage in any staff discussions concerning required policies on staffing to provide appropriate nurse patient ratios for safe quality care.
- **Promotion of Evidence-Based Practice:** Promoting practice-based on EBP, that is exercising care and treatment based on research, is helpful in improvement of care services, and hence patients' welfare.

## **CONCLUSION**

Nursing leadership is one of the key drivers of patient care delivery and population health. Skills in an organization can be mainly grouped into three, and nurse leaders are involved in all these types of organizational skills. It is through them that most healthcare delivery systems are able to set specific measures of safety measures, advocate on matters of evidence based practice as well as patients, and other staff in hospitals. Nursing leaders then act as balance and compass to assist health organizations to continue operation even during a crisis.

As this paper has demonstrated, the role of nursing leaders is not just in the four walls of the ward taking care of patients, the effects are far reaching trampling on the lives of many more people in the societies. The role of the growth of a robust cadre of nursing leaders in the attending of future health care challenges and enhancing the quality of patient care as healthcare organizations continue to transform remains inevitable. Leadership development and support for nursing leaders will help the healthcare organizations to have long term positive change on patients' health and the population.

## **REFERENCES**

1. Aiken, L. H., Ceron, C., Simonetti, M., Lake, E. T., Galiano, A., Garbarini, A., ...& Smith, H. L. (2018). Hospital nurse staffing and patient outcomes. *Revista Médica Clínica Las Condes*, 29(3), 322-327.
2. Akbiyik, A., Korhan, E. A., Kiray, S., & Kirsan, M. (2020). The Effect of Nurses' Leadership Behavior on the Quality of Nursing Care and Patient Outcomes. *Creative Nursing*, 26(1), 8-18.
3. Asif, M., Jameel, A., Hussain, A., Hwang, J., & Sahito, N. (2019). Linking transformational leadership with nurse-assessed adverse patient outcomes and the quality of care: assessing the role of job satisfaction and structural empowerment. *International journal of environmental research and public health*, 16(13), 2381.
4. BarcellosMorcelli, L. M., Moreno Dias, B., Silvia Gabriel, C., & Bernardes, A. (2023). Influence Of Nurse Leadership On Patient Safety: An Integrative Review. *Revista Baiana de Enfermagem*, 37.
5. Boamah, S. (2018). Linking nurses' clinical leadership to patient care quality: The role of transformational leadership and workplace empowerment. *Canadian journal of nursing research*, 50(1), 9-19.

6. Cheng, C., Bartram, T., Karimi, L., & Leggat, S. (2016). Transformational leadership and social identity as predictors of team climate, perceived quality of care, burnout and turnover intention among nurses. *Personnel Review*, 45(6), 1200-1216.
7. Cummings, G. G., Tate, K., Lee, S., Wong, C. A., Paananen, T., Micaroni, S. P., & Chatterjee, G. E. (2018). Leadership styles and outcome patterns for the nursing workforce and work environment: A systematic review. *International journal of nursing studies*, 85, 19-60.
8. Davis, S., & Lindell, A. (2024). Nursing Leaders Driving Health Equity: Tackling Social and Structural Determinants. Lippincott Williams & Wilkins.
9. Donkin, A., Goldblatt, P., Allen, J., Nathanson, V., & Marmot, M. (2018). Global action on the social determinants of health. *BMJ global health*, 3(Suppl 1), e000603.
10. Foots III, L., Swiger, P. A., Orina, J., Campbell, C. M., Javed, M., Hodson, P., & Patrician, P. A. (2023). Recommendations from a systematic review of leadership development to support a new nursing practice model. *JONA: The Journal of Nursing Administration*, 53(12), 661-667.
11. Hoxha, G., Simeli, I., Theocharis, D., Vasileiou, A., & Tsekouropoulos, G. (2024). Sustainable Healthcare Quality and Job Satisfaction through Organizational Culture: Approaches and Outcomes. *Sustainability*, 16(9), 3603.
12. Lee, S. E., Hyunjie, L., & Sang, S. (2023). Nurse managers' leadership, patient safety, and quality of care: a systematic review. *Western journal of nursing research*, 45(2), 176-185.
13. Melnyk, B. M., & Fineout-Overholt, E. (2022). Evidence-based practice in nursing & healthcare: A guide to best practice. Lippincott Williams & Wilkins.
14. Melnyk, B. M., Tan, A., Hsieh, A. P., & Gallagher-Ford, L. (2021). Evidence-based practice culture and mentorship predict EBP implementation, nurse job satisfaction, and intent to stay: Support for the ARCC© model. *Worldviews on Evidence-Based Nursing*, 18(4), 272-281.
15. Mihdawi, M., Al-Amer, R., Darwish, R., Randall, S., & Afaneh, T. (2020). The influence of nursing work environment on patient safety. *Workplace health & safety*, 68(8), 384-390.
16. Nwaobia, C. E. (2020). Impact of Servant Leadership Style on Customer Service and Patient Satisfaction (Doctoral dissertation, Walden University).
17. Orukwogu, U. (2022). Nursing leadership in healthcare: the impact of effective nurse leadership on quality healthcare outcomes. *IPS Interdisciplinary Journal of Social Sciences*, 1(1), 1-6.
18. Patton, L. J. (2023). Nursing Leaders' Influence on Clinical Nurses' Evidence-Based Practice Implementation: Impact of an EBP Leadership Behavior Program (Doctoral dissertation, William Carey University).
19. Qtait, M. (2023). Systematic Review of Head Nurse Leadership Style and Nurse Performance. *International Journal of Africa Nursing Sciences*, 18, 100564.
20. Sihvola, S., Kvist, T., & Nurmeksela, A. (2022). Nurse leaders' resilience and their role in supporting nurses' resilience during the COVID-19 pandemic: A scoping review. *Journal of Nursing Management*, 30(6), 1869-1880.
21. Wei, H., King, A., Jiang, Y., Sewell, K. A., & Lake, D. M. (2020). The impact of nurse leadership styles on nurse burnout: A systematic literature review. *Nurse Leader*, 18(5), 439-450.
22. Weingartner, K. (2023). Policy Analysis and Advocacy of HR 2581-Nurse Staffing Standards for Hospital Patient Safety and Quality Care Act of 2019 (Doctoral dissertation, Jacksonville University).
23. Wymer, J. A., Stucky, C. H., & De Jong, M. J. (2021). Nursing leadership and COVID-19: Defining the shadows and leading ahead of the data. *Nurse leader*, 19(5), 483-488.