

Leading Across Borders: Perspectives on Nursing Administration, Healthcare Management, and Academic Leadership

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Inc. He also completed the course "Research Utilization in the Nursing Process" through the University of the Philippines Open University in 2020. Dr. Dela Merced continuously pursued higher education and professional development, earning a Doctor of Philosophy in Nursing from the Philippine Women's University, a Doctor of Philosophy in Education major in Educational Leadership and Management from the University of Perpetual Help System DALTA – Las Piñas, and a Doctor of Public Administration from Greenville College. In April 2018, he was conferred the degree of Doctor of Humanities, Honoris Causa by the Anointed School of Theology in recognition of his contributions to education and healthcare service. Throughout his career, he has demonstrated exemplary leadership in nursing education, research, healthcare administration, and the development of graduate studies. His scholarly achievements and dedication to academic excellence continue to contribute significantly to the advancement of healthcare education and professional practice in the Philippines.

Introduction

Navigating complex healthcare organizations has become more difficult due to technological innovations, nursing and health professional shortages, the impact of globalization, and changing patient expectations. As a result, healthcare leaders need to lead effectively across borders by driving change within and beyond their healthcare systems. Leading across borders means the ability to influence systemic changes that extend beyond one's own institution and geographic boundaries. Gilliss and Milone-Nuzzo (2025) proposed that leadership should no longer be defined by a person's leadership title or position because nurses at all levels can create organizational and system-level changes.

Nursing Administration

Ensuring that nurses and other healthcare professionals can provide safe, high-quality healthcare services requires effective workforce management, quality improvement and assurance, policy enforcement, and strategic planning. Nurse administrators help healthcare organizations operate efficiently by managing financial and human resources, placing patients at the center of care, and fostering a healthy work environment. Leadership skills that are crucial for nursing administrators include but are not limited to knowledge of the organizational culture, strategic communication, and collaboration, which are essential for leading across borders (Gilliss & Milone-Nuzzo, 2025).

Integral nursing leadership has been proposed by Cho and Choi (2024) as another way of leading across borders. This new leadership approach takes into consideration the personal, interpersonal, organizational, and systemic levels of leadership. Contemporary nursing leaders should ideally embrace an integrative approach to leadership to address issues that transcend the traditional boundaries of nursing administration.

Healthcare Management

The concepts of nursing administration and healthcare management go hand in hand; however, healthcare managers are responsible for the overall functioning of their organization outside of nursing services. This includes, but is not limited to, proper resource management, ensuring financial accountability, building the organization's vision, and promoting interprofessional collaboration. Effective healthcare leaders guide their organizations into the future by creating healthy, safe work environments that foster creativity and resilience, especially during periods of change.

Cho and Choi (2024) also found that healthcare leaders who practiced integral leadership achieved better organizational outcomes due to increased capacity for collaboration and for dealing with complex issues. Gilliss and Milone-Nuzzo (2025) recently found similar results, with leadership approaches focused on collaboration and thinking leading to improved staff engagement.

Academic Leadership

Academic leaders should also lead across borders by driving positive change in nursing education. Nurse educators help shape the future of healthcare by guiding students and new nurses through their educational journey. Nursing academic

administrators should create innovative curricula, enhance faculty development, promote research, and meet accreditation standards.

Nursing students should be provided with tools that enable them to lead in today's ever-changing healthcare systems, including leadership skills, technological proficiency, and a global mindset. Academic leaders help bridge the gap between academia and patient care services by providing relevant education to future nurses and promoting research to improve healthcare services.

Leading Across Borders

It is important for nurse leaders to learn how to lead across borders and beyond tomorrow. The nursing profession faces many global issues, including nursing shortages, an aging population, technological advances, and healthcare inequity. All of these issues require leaders from different systems and countries to work together in order to find solutions. Nurse leaders should embrace cultural diversity to lead across borders.

Cho, Choi, and colleagues (2026) recently found that integral nursing leadership positively affected nurses' job satisfaction and retention. Leading across borders will require leaders not only to have strong managerial skills but also to be aware of their followers' emotions and open to learning about other cultures.

Conclusion

Leadership roles in nursing administration, healthcare management, and academic leadership require leaders to think beyond their organizations in order to drive positive change. The future of healthcare will rely on nurse leaders who can lead across borders and embrace collaboration to provide the highest quality of care to their patients. Nurse leaders should use an integrative approach to leadership to lead across borders.

References:

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