

ASPIRE TO LEADERSHIP!

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UFHealth UNIVERSITY OF FLORIDA HEALTH

Experienced Care Expert Caring NURSING EXCELLENCE

MAGNET DESIGNATION

UFHealth UNIVERSITY OF FLORIDA HEALTH

- Gainesville, Florida
- Academic Medical Center
- Affiliated with the University of Florida
- Magnet Designation 2003, 2008, 2013

Experienced Care Expert Caring NURSING EXCELLENCE

MAGNET DESIGNATION

UFHealth UNIVERSITY OF FLORIDA HEALTH

- 1111 beds
- 9000 employees
- 3500 nurses
- 130 nursing leaders
 - 44 inpatient nursing units
 - 17 procedural/outpatient areas

Experienced Care Expert Caring NURSING EXCELLENCE

MAGNET DESIGNATION

A Different Nursing Shortage

Nursing Leadership Jobs, Employment | Indeed.com
www.indeed.com/q-Nursing-Leadership-jobs.html ▾ Indeed.com ▾
Jobs 1 - 10 of 43016 - 43016 Nursing Leadership Jobs available on Indeed.com. one search. all jobs.


Who Aspires to Leadership?



Very
Few
People

WHY ASPIRE?

**IOM:
THE FUTURE OF NURSING
REPORT**



Why Aspire?

TL6 – The CNO advocates for organizational support of ongoing leadership development for all nurses, with a focus on mentoring and succession planning.

Mentoring or succession planning activities for:

- Clinical nurses
- Nurse managers
- Nurse leaders (exclusive of nurse managers)
- Chief nursing officer





Session Outcome

Participants will identify at least one strategy to implement in their organization that supports leadership succession.

Emerging Leader Fellows 2016



Background and Dilemmas

- > 200 days to fill
- Reliance on recruitment firms
- Few internal candidates
- Growing need for candidates (retirements and organizational growth)

Aspire to Leadership

- Difficulty filling entry level leadership positions?
- Formal succession plan for replacing Nurse Managers?
- Adequate pipeline of new leaders?

Research on Leadership Aspiration

- Reasons for the shortage
- Staff nurse perceptions of leadership
- Why nurses become leaders
- Predictors of leadership aspiration

Reasons for Leadership Shortage

- Aging workforce/Retirement
- Lack of interest
- Failure to plan
- Failure to develop staff

Negative Perceptions

Nurses gain negative perceptions of nursing leadership from the nurse leaders themselves (Sherman, 2005).

- Nurse leader jobs are stressful
- Lack of control with decision making
- Loss of compensation (hours/pay mismatch)
- Work life imbalance (long/inflexible work hours)
- Loss of clinical skills/contact

Positive Perceptions

- Opportunities for personal growth
- Ability to make a difference
- Attainment of new professional experiences and skills
- Possibility of mentoring others
- Being involved in changes and challenges

Reasons Nurses Become Leaders

Paths to Nursing Leadership (Bondas, 2006)

- The Path of Ideals
- The Career Path
- The Path of Chance
- The Temporary Path

The Path of Ideals

- Education and knowledge-seeking
- Create a dream unit
- Save the world from bad nursing leadership
- Influenced by good and bad leaders

23.5%

The Career Path

- Formal Education
- Desire for personal development/leave bedside nursing
- Influenced by other leaders/idealization of leadership

16.2%

The Path of Chance

- Education often missing
- Commitment to leadership often unclear – other’s will
- Influenced by “only position available” or working conditions

54.4%

The Temporary Path

- Education usually missing
- Commitment is Laissez-faire, a “trial job”
- Influenced by the need for a “temporary substitute”

5.9%

Reasons Nurses Become Leaders

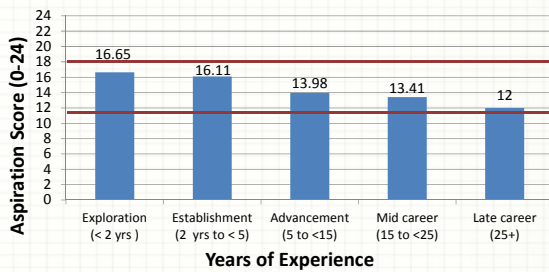
Paths to Nursing Leadership (Bondas, 2006)

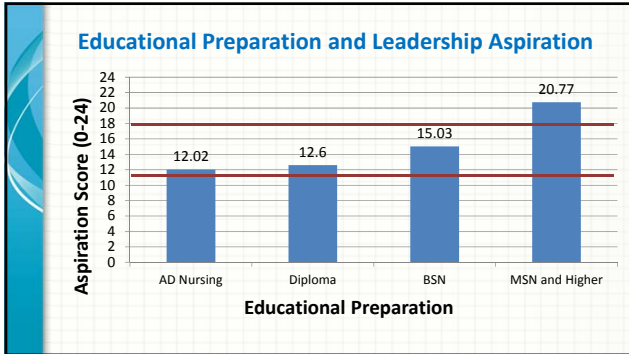
- The Path of Ideals (23.5%)
- The Career Path (16.2%)
- The Path of Chance (54.4%)
- The Temporary Path (5.9%)

Predictors of Leadership Aspiration

- Critical points in the career
 - Career stage
 - Educational preparation
- Social support makes a difference
 - Role of a mentor

Career Stage and Leadership Aspiration





- ### Perceived Available Support
- 3 Possible Sources
 - Direct supervisor
 - Work colleague
 - Non-work individuals (partner/family/friends)
 - 4 Types
 - Emotional support (concern/listening)
 - Informational support (problem solving)
 - Instrumental support (physical help/services)
 - Appraisal support (feedback/evaluation)

- ### Perceived Available Support
- Appraisal support - supervisor
 - Informational support – partner/family/ friend)

Conclusions from Study

- We should target nurses early in their careers
- Focus on nurses with Baccalaureate degrees and higher
- Influential roles: nurse manager, mentors

Leadership Development at UF Health Shands

- Leadership At All Levels
- Basic and Advanced Fellowship
- Competencies
- Mentors
- Projects
- Talent Review and Pool
- Interim Roles
- Experiential Learning (Apprenticeship) – in development

Professional Advancement

Leadership at All Levels

Without exceptional leadership, high quality nursing care cannot be achieved. UF Health Shands Nursing strives to develop **transformational leaders** at all levels by investing in leadership development opportunities, including:

- Bedside Resource Role Development
- Rose Rivers' Emerging Leadership Fellowship
- Advanced Leadership Fellowship





Emerging Leader Fellowship (ELF)

- Started in 2009 by the CNO
- Goal: prepare staff for formal and informal leadership roles
 - Lead unit and clinical governance councils
 - Resource roles
 - Nurse manager and clinical leader



Dear Future ELF, here is what I want you to know about the program

“You learn, grow, and develop every day. ELF will give you the “things you need to know” in leadership. You will have a better grasp of yourself as a leader and as a person. You will get a better insight on how things work beyond your unit. You may eventually want into move to a leadership role. This fellowship will help you figure it out.”

Dear Future ELF, here is what I want you to know about the program

“Be prepared to learn about yourself and your goals. The emotional intelligence sessions will test your emotional awareness. Use the time allotted for your project - you will need it. Don't be nervous; it will be fun!”

Emerging Leader Fellowship (ELF)

- 12 month program (8 hours/month)
- 2 years experience, BSN required, certification preferred
- QI Project
- Mentor



Pre/Post Assessment

- 34 questions to measure leadership knowledge, skill and attitude
 - Ability to develop project proposal, inspire and lead change, present in front of a group
 - Knowledge of strategic plan, clinical governance structure, quality metrics
 - Personal perceptions R/T advancement

Classes to Develop Leadership Competencies

- Self-knowledge
- Strategic Vision
- Inspiring and Leading Change
- Risk Taking and Creativity
- Interpersonal and Communication Effectiveness

Additional Classes and Activities

- Research vs Quality Improvement
- Literature Search
- Project Management
- Presentation Skills
- Dealing with Conflict
- Ethical and Legal Issues
- Guest Speakers (senior leaders)
- Shadow Day
- Journal Articles

ELF Project

- Unit-based QI project
- First 3 months formalizing idea, collecting information, developing project plan
- May work with another fellow
- Mentor provides guidance and support
- Develop poster for presentation during last class

The lessons learned during the project journey can be as valuable as the outcome.

ELF Projects 2017

- Decreasing Anxiety in Patients Ages 4-7 Using Age Specific Distraction Techniques
- Improving Oral Nutrition for Patients with Cystic Fibrosis
- Standardizing GL for Prevention of Diaper Dermatitis
- Increasing Professional Org. Involvement & Awareness
- Gait Belts and Standardization of Fall Prevention Bundle
- Improving Patient Transition from the ICU Setting to the General Ward

ELF Graduation 2017

- Project Presentation
- Award Plaque and Pin
- Encouraged to apply for leadership role



Advanced Leadership Fellowship (ALF)

- Started July 2016
- 12 month program (4 hours/month)
- ELF preferred
- BSN and certification required
- Community Project
- Mentor

Advanced Leadership Fellowship (ALF)

- Partner with HRD
- 360 assessment
- Leadership Competencies
- Includes other clinical disciplines (RDs, SW, Lab, Pharmacists)

ALF Classes

- Leadership Topics
 - Leadership Challenge and Inventory (LPI) 360 Assessment
 - Strategy and Strategic Thinking
 - Regulatory Environment of Healthcare
 - Human Resource Overview
 - Building Successful Partnerships
 - Succession Planning
 - Healthcare Finance

ALF Projects

- Community Focused/problem based
- Teams of 4
- Mentor provides guidance and support
- Presentation during last class

ALF Projects 2018

- Post-discharge supplemental food program
- Innovative transport methods to improve access to care
- A social media strategy to decrease pediatric asthma visits

Fellowship Application Process

- Application
 - Leadership interest, goals
 - Strengths, skills to develop
 - Project idea
 - Commitment to attend all classes
- CV/Resume
- Supervisor recommendation

Selection

- Emerging Leader
 - Coordinator reviews eligibility, manager recommendation
 - Maximum of 25
 - Limit to 2 per nursing unit
- Advanced Leader
 - Committee of senior leaders
 - Evaluation of future potential
 - Maximum of 16

Expectations of Mentors

- Review 360 results
- Project guidance
- How to facilitate change
- Setting goals for future professional development

Talent Review Process

- Quarterly meeting with CNO and AVPs
- Review org chart for vacancies and risk areas
- Review leaders being developed
- Discuss advancement readiness

Talent Review “Heat Chart”

AVP W			AVP L			AVP H			
UNIT	NM	CL	UNIT	NM	CL	UNIT	NM	CL/CC	UNIT
82 MICU			ADTU			NICU			Peri
BICU			52			34 L&D			Endo
94			64			35/95			EMCC
10-S MICU			65			41			Stat
4E			74			42			SH&E
4W			75			44			
5E			10-S			45			
5W			11-S			10-2			CSO
6E			7W			10-4			EDUC
6W			8E			7E BMOP			Infir
47 NeuroICU			66 CV/NM						Mag
56 NeuroMS			67 CV/NM						Mag
57 NeuroMS BMU									Qual
76 CCU			Program Coordinators/ Nurse Specialists			Nurse Specialists			Rese
77 ICU			NS Med			NS Women's			Rese
46 NeuroICU			Arts & Medicine			NS 8885			Shift Dir
87 T/V ICU									Case Dir
						Care Coordinators	2		Dir

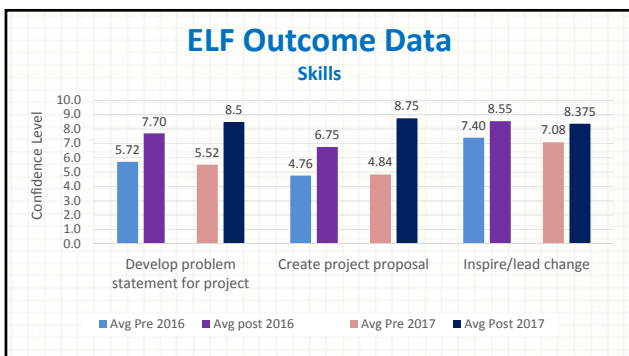
Development Pool Spreadsheet

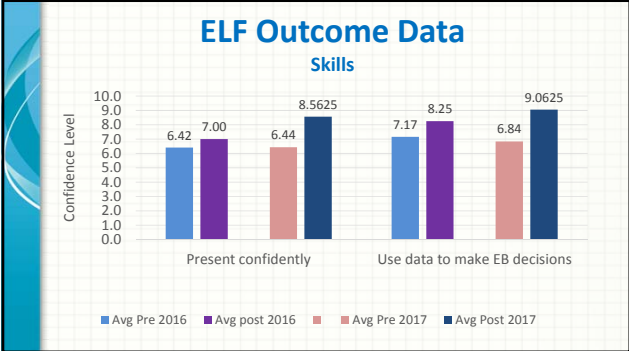
- List of staff being developed for future leadership roles (CNO, AVP, NM, CL, Other)
- Indicates readiness status (now, within 1 year, more than one year)
- Development methods (interim, fellowship, development plan, other)
- Mentor's name
- Progress notes

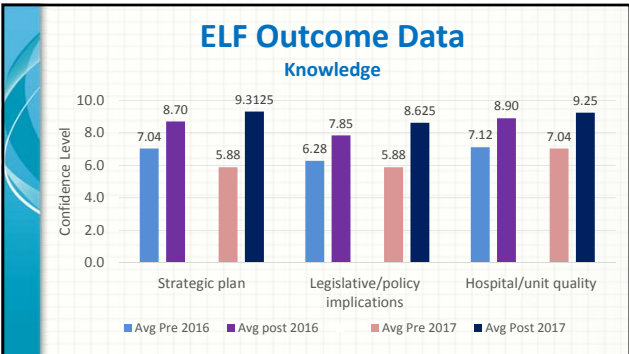
Development Pool Spreadsheet

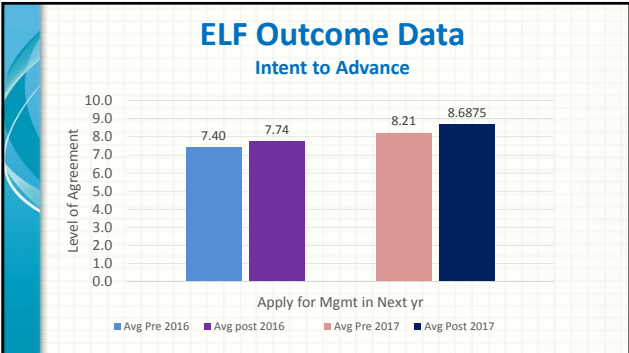
Devel Dates	Development Pool	Current Readiness Status		Leader Position						Development Method	Mentor
		Ready Now	Ready Within Year	CNO	AVP	NM	CL	Spec Prac	Oth		
5/2016	Δουκας Μυζου (SE NM)	X			X					Professional DP, 360 assessment	David Djerrett
5/2016	Παγγιν Μαρκετ (4W NM)	X			X					Professional DP, 360 assessment	Artem Hobdson
5/2016	Φιλοτιμος Αβραμ (11 NM)	X						X		Professional DP, 360 assessment	Δουκας Αβραμ
11/2016	Δουκας Αβραμ (AVP)		X	X						Professional DP	Ιρινη Αλμειστη
5/2017	Λημο Εξοστειρα (Unit 65)		X						Spec Pract	To attend Emerging Leader Fellowship	Σταυρου Αλμειστη
7/2017	Τομας Βενιζου	X				X				Started Advanced Leadership Fellowship 7/2017	Artem Hobdson

- ### Interim Roles
- Nurse Manager
 - Clinical Leader
 - Up to 6 month term
 - Apply for permanent position

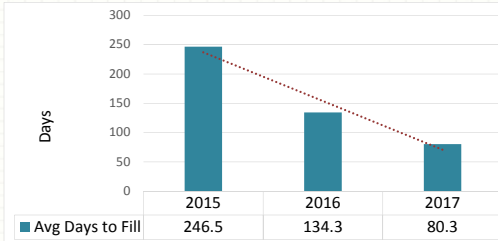








Successes – Time to Fill NM Position



Successes – Advancements

- 20-25% advancement rate among fellows
- Number of advancements per year
 - 2015 = 5
 - 2016 = 5
 - 2017 = 10
 - 2018 (ytd) = 4

Successes – Retention

- Higher retention rates when promoted to leadership role
 - 2015-2016 - 100% vs 86.7%
 - 2016-2017 – 100% vs 84.2%

Lessons Learned

- Talent development takes time and effort
- A multifaceted approach works best
- Expect that fellows will drop out
- Having an engaged project mentor is critical
- Interdisciplinary classes are good, but.....

Future Plans

- Strengthen the talent review process
 - Earlier identification of potential successors
 - Discuss stretch assignments
- Follow up with past participants
- Apprenticeship program

QUESTIONS?

EXPERIENCES TO SHARE?

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