

Professional Development of Clinical Leadership Skills: The Results of a Successful Academic Practice Partnership

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The Nursing Institute's Mission

To facilitate a top quality regional nursing workforce that drives top quality care in a changing health care environment



“The Perfect Storm”

**5-10 Years:
*Local Healthcare Disaster***

**Shrinking
Overall Workforce**

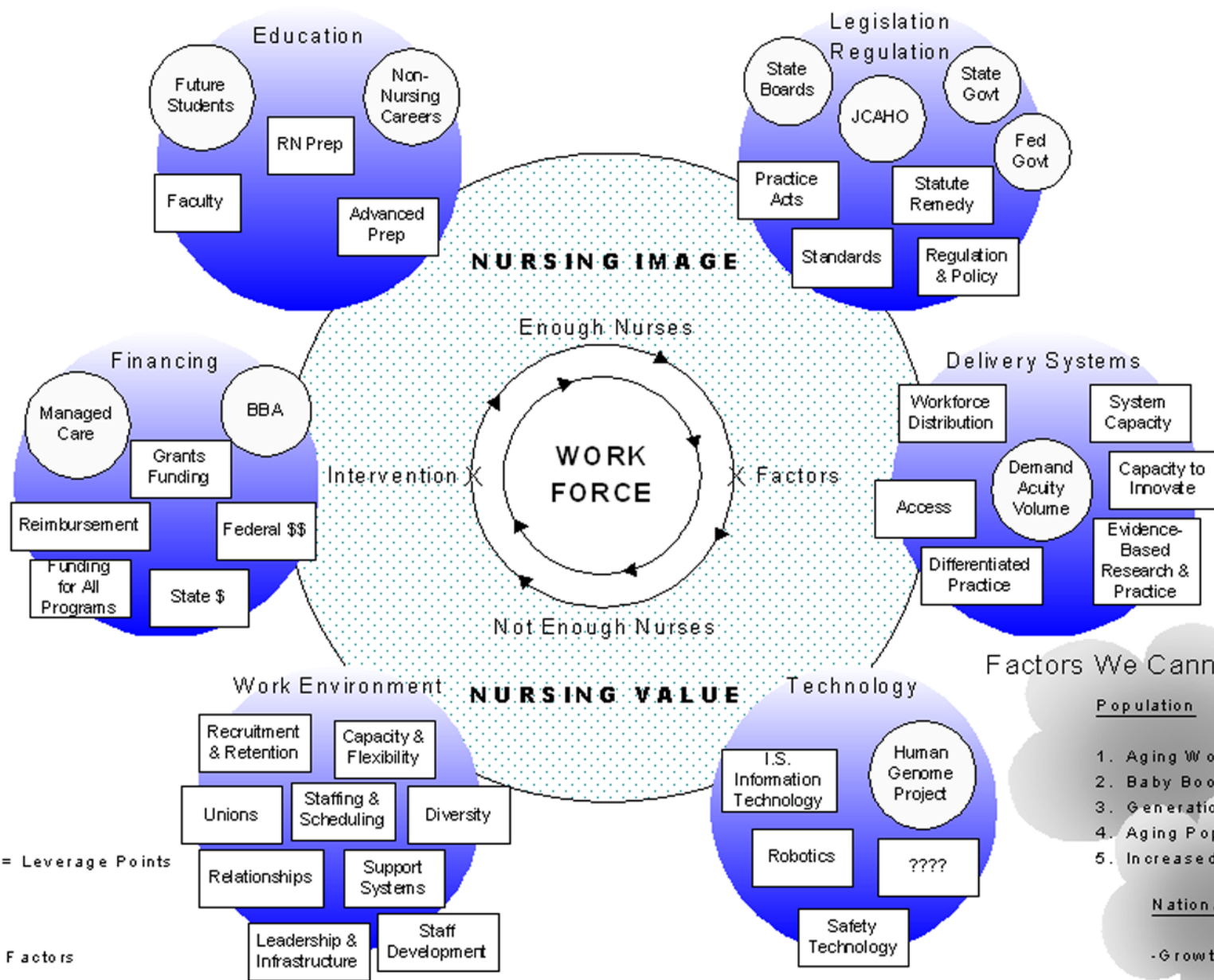
**New
Technologies**

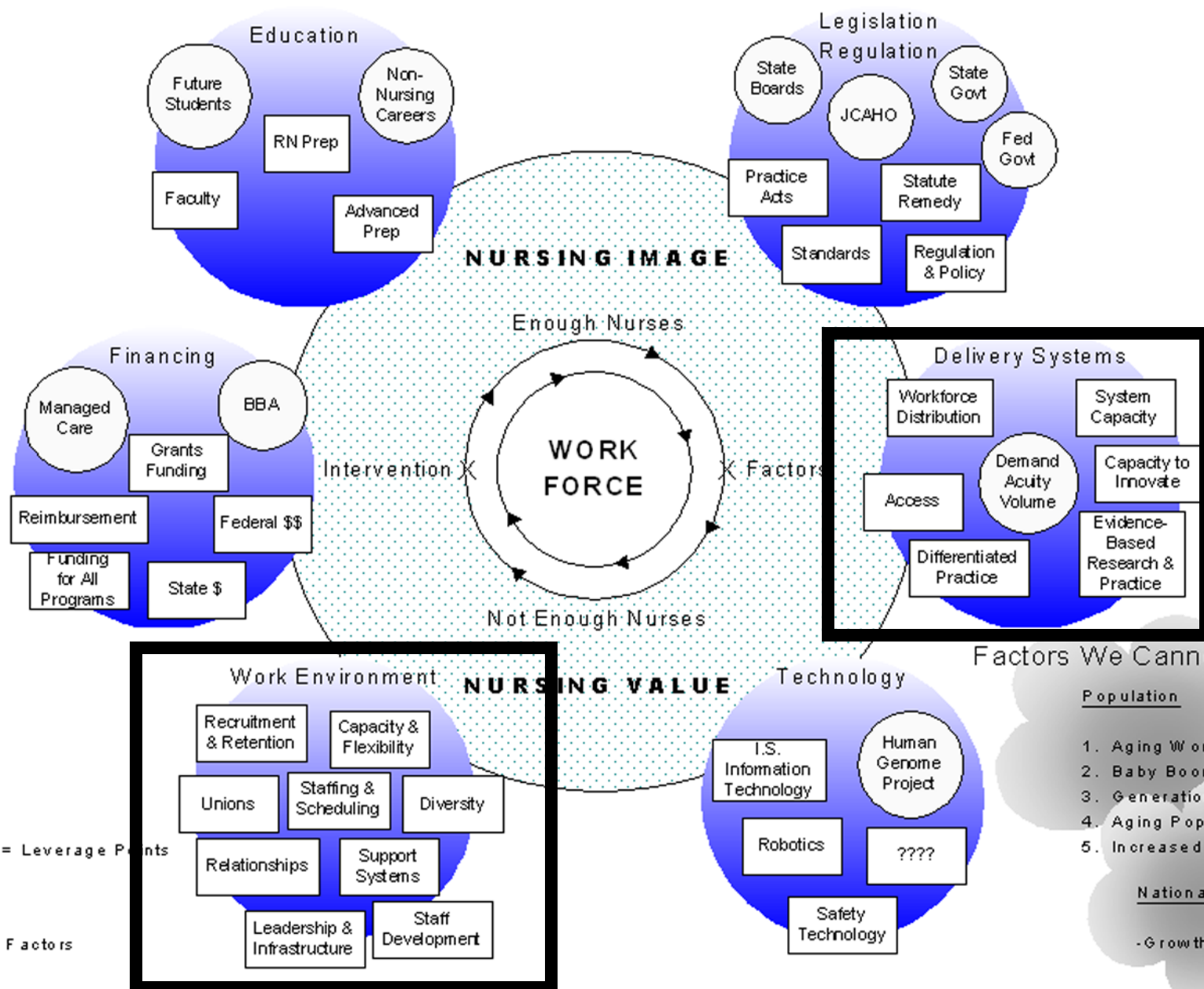
**Retiring Nurse
Workforce**

**Competition for
Knowledge Workers**

**Needier Patient
Population**





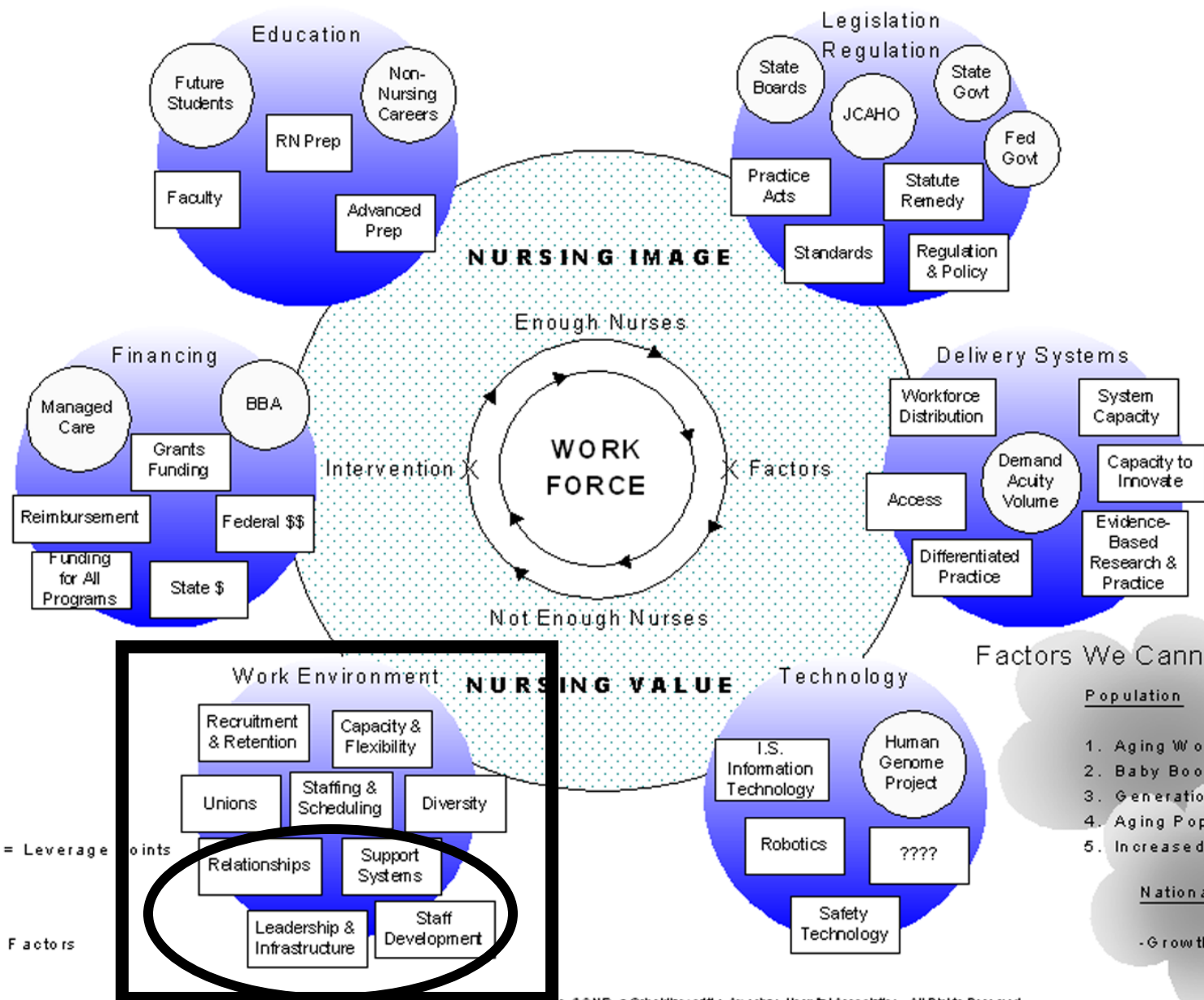


Initial Assessment and Results

- **Assessment:**
 - Partner's practice environment
 - 9 Principles of Healthy Practice Environment
- **Results**
 - Focus on Medical Surgical Areas
 - \$\$\$ Resources for Clinical Training for Clinical Leadership and Accountability



Nursing Workforce Model



“Developing Clinical Nurses: Accountability and Responding to the Challenges for Today and Tomorrow”

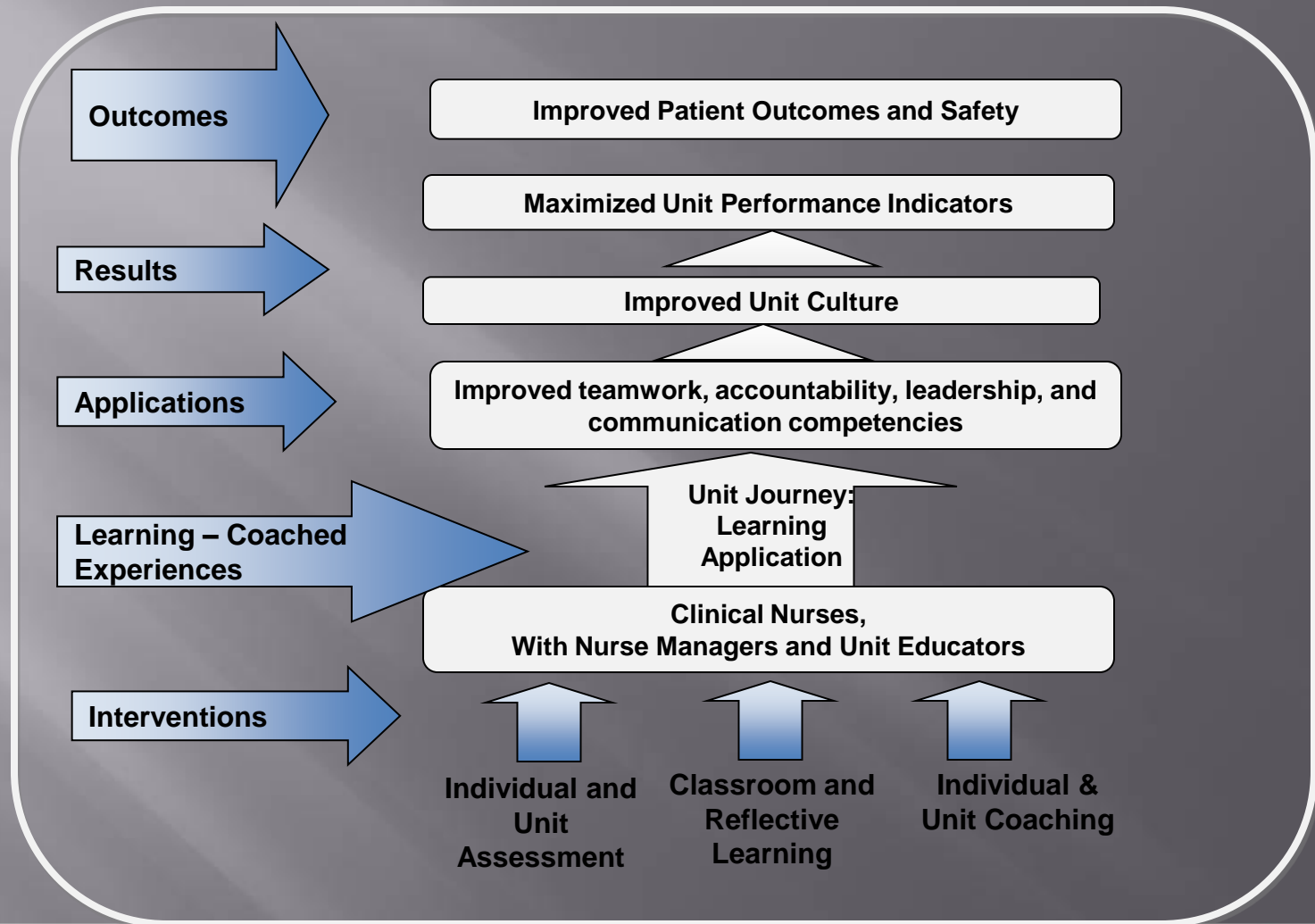
HRSA NEPR Grant Program



Program Goals: Develop Clinical Nurses

- Improve communication, collaboration, leadership and decision-making competencies of clinical nurses
 - Work environment
 - Patient care and outcomes
- Strategic collaborative partnerships between clinical nurses and their nurse managers
 - Nurse's professional role
 - Culture and unit performance outcomes





Clinical Nurses Leading “Excellence in Practice, Innovation, and Care”

- Up to 10 Clinical Units every 6 months, 4 nurses from each (200 nurses over 2 ½ years)
- Develop clinical leadership skills
- Increase accountability, team work, balanced scorecard unit level outcomes, succession planning



Leaders within their Teams and among their Peers

- Funded for July 2009 – June 2012
- 1st Cohort = Jan '10, 2nd Cohort = June'10
- Five Mid South healthcare systems included
- Continuation application, Fall 2011

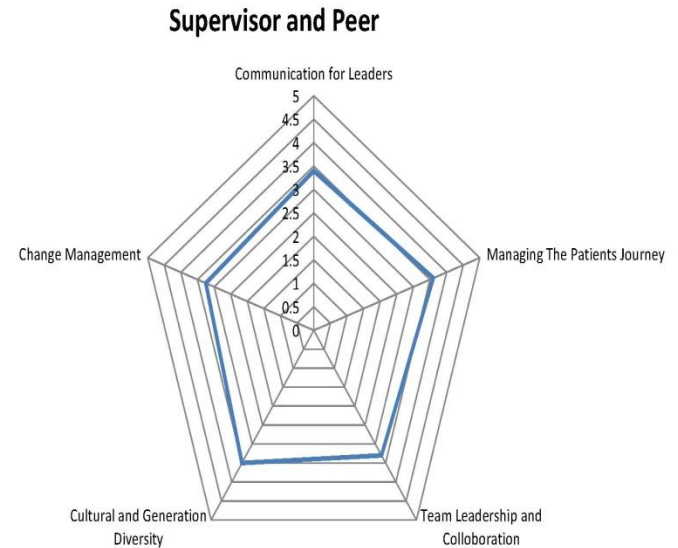
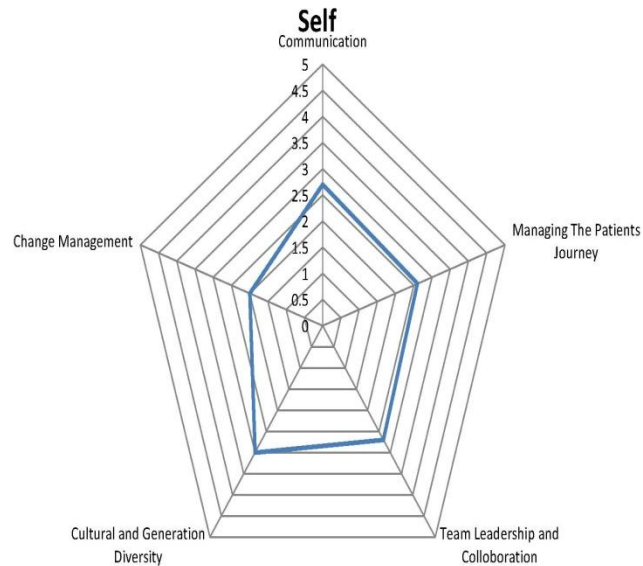


The Program and the Participant's Journey

- **Assessments**
 - **FIRO B Assessment / Myer Briggs Type Indicator**
 - **Competency Assessment 360'**
 - **Unit Culture Inventory / Nursing Teamwork Survey**



Competency Assessment Spidergrams



The Development and Testing of the Nursing Teamwork Survey: Kalisch, Beatrice J.; Lee, Hyunhwa; Salas, Eduardo. *Nursing Research*, January/February 2010 - Volume 59 - Issue 1 - pp 42-50

- Administered to 1,758 inpatient nursing staff members using the NTS (return rate = 56.9%), and measures of content, predictive, and construct validity were completed.
- The NTS was demonstrated to have good psychometric properties.



The Program and the Participant's Journey

- **Coursework with Recognized Experts**
 - Communication
 - Accountability
 - Change Management
 - Team Leadership and Patient Safety
 - Generational and Cultural Diversity



The Program and the Participant's Journey

Coaching and Consultation

- Coaching regarding Assessment Results
- On Site Coaching (Individual and Participant Group)
- On Site Clinical Excellence Program featuring Simulation
- Consultation and Coaching regarding Selected Quality Indicators
- E Courseware and Library Access



EPIC Program: Outcomes and Evaluation Metrics

- Changes in the Nurse: Leadership skills competency assessment score
- Changes in the Team: Teamwork or Unit Culture Inventory score improvement
- Changes for Patients: Unit-level metrics, i.e. falls, infections, other quality indicators



Program's Value

- No comparison program
- \$35,000 is calculated value
- ROI based on quality indicators chosen and degree of improvement
- What is the value of an engaged clinical staff?

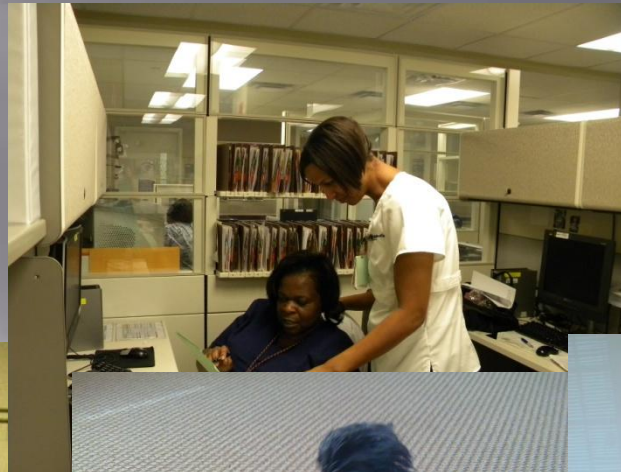


Program's Uniqueness

- Academic and Practice Partnership
- Clinical leadership development
- Cross-setting best practice collaboration
- RWJ IOM Report / Recommendations 6 and 7: “Lifelong Learning,” “Development of Leadership Competencies at all levels”







Story is Unfolding

- Engaging the Only Ones who can Improve Quality
- Lighting a Fire
- Igniting a Passion
- Retooling the Current Workforce

