Shift the Paradigm of Leadership Development: Cultivate a Foundation to Enact Change

Belle McCool, DNP, RN, NE-BC belle.mccool@deaconess.com

Deaconess HOSPITAL Evansville, Indiana

AMERICAN NURSES
CREDENTIALING CENTER

MAGNET

RECOGNIZED

OBJECTIVES

- Identify aptitudes and personal awareness that promote learning and empowerment of all nurses as leaders who are ready to accept, adapt, and lead change to advance the healthcare environment.
- Recognize nursing professional leadership development as a fundamental competency that enables a highperforming nursing workforce to generate a meaningful work environment, uphold patient safety, and produce quality outcomes

BACKGROUND

Current innovative and perceptive professional leadership development programs in nursing emphasize:

- Preparation and influence of all clinical nurses to lead change
- Establish the value of the profession moving forward in the 21st century

Successful achievement of organizational strategic goals requires informal leaders who are enabled and engaged:

- To share a common language, values, expectations, and proficiency
- Obtain skills beyond clinical expertise that impact the changing facets of healthcare at the system level.

SIGNIFICANCE/PROBLEM

Clinical nurses don't realize the contributions or significance they provide at the bedside. Their influence impacts a fast-paced environment in which high-quality care and extraordinary patient experience is expected. A lack of a leadership development program for nurses at all levels was needed to move nursing beyond the current state.

METHOD

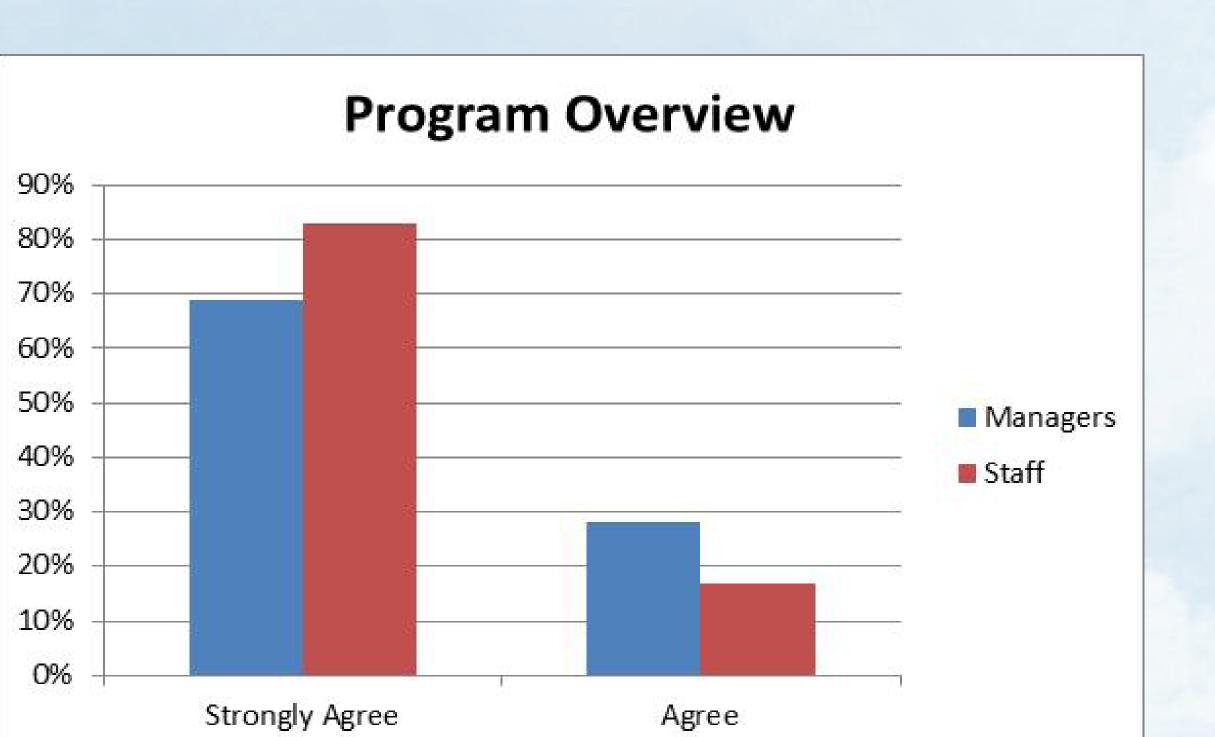
- An 80-hour, evidence-based, experiential, educational and interactive professional development framework
- Implemented for all roles of nursing, regardless of experience or status
- Structured 10 sessions over 10 weeks encompassed best practices of selfmastery, leadership proficiencies, critical thinking, systems thinking, innovation, culture change and goal attainment
- Essence of Leadership
- Personal Awareness
- Personal Qualities
- Transformational Leadership/ Exemplary Practices
- Foundational Systems Thinking
- Financial Matters
- Capitalizing on Human Resources
- Patient Safety and Quality
- Moving Forward/Health Care 2015
- Authentication Day
- Leaders teaching leaders to build new relationships
- Reflective journaling

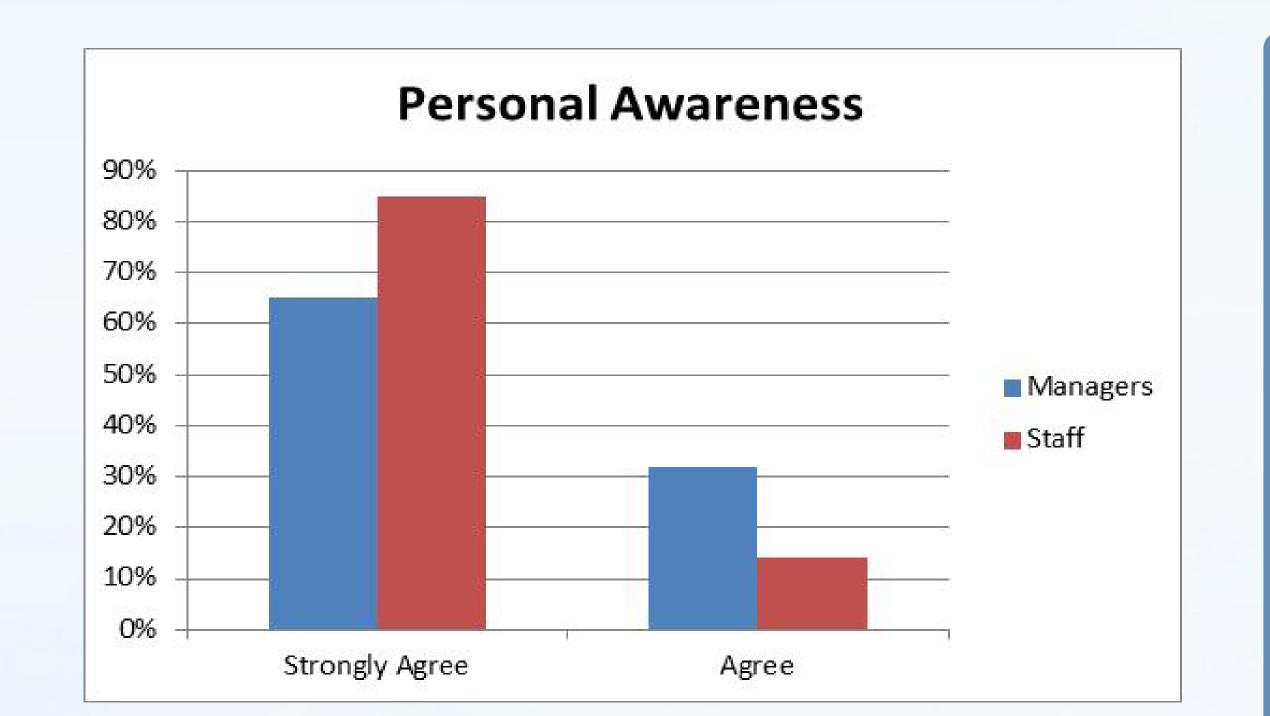
OUTCOMES

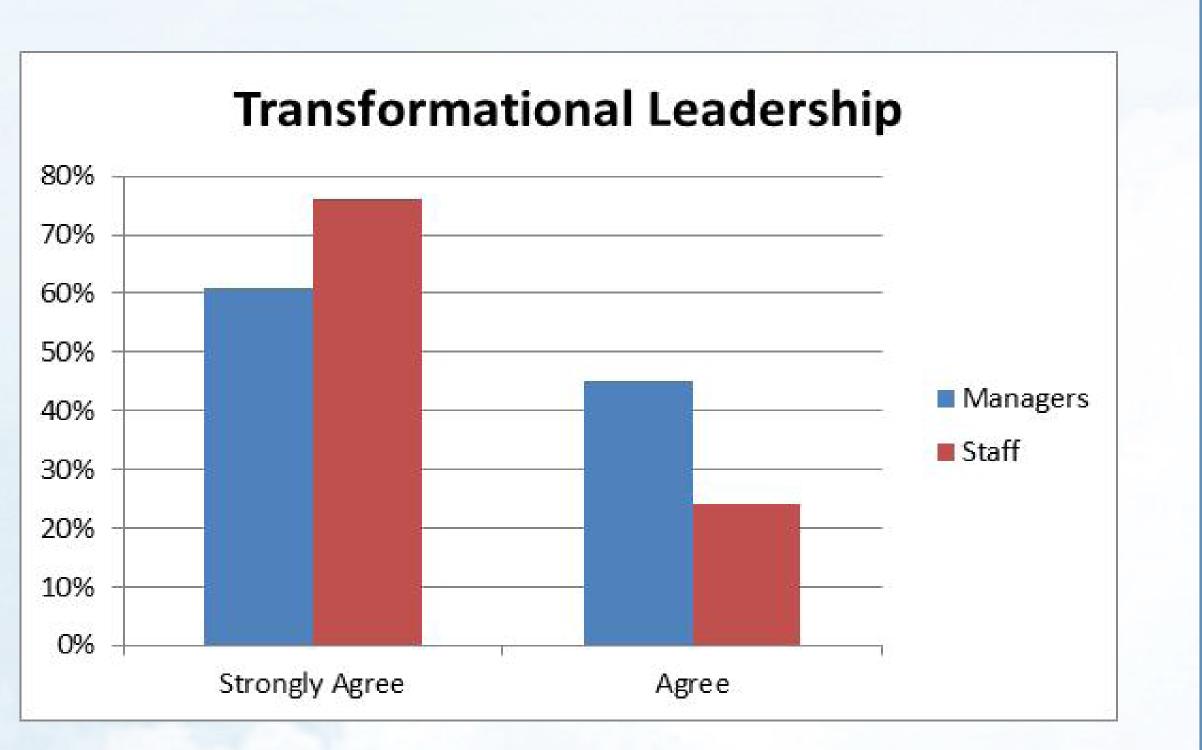
Quantitative and qualitative data demonstrated reprogrammed mindsets:

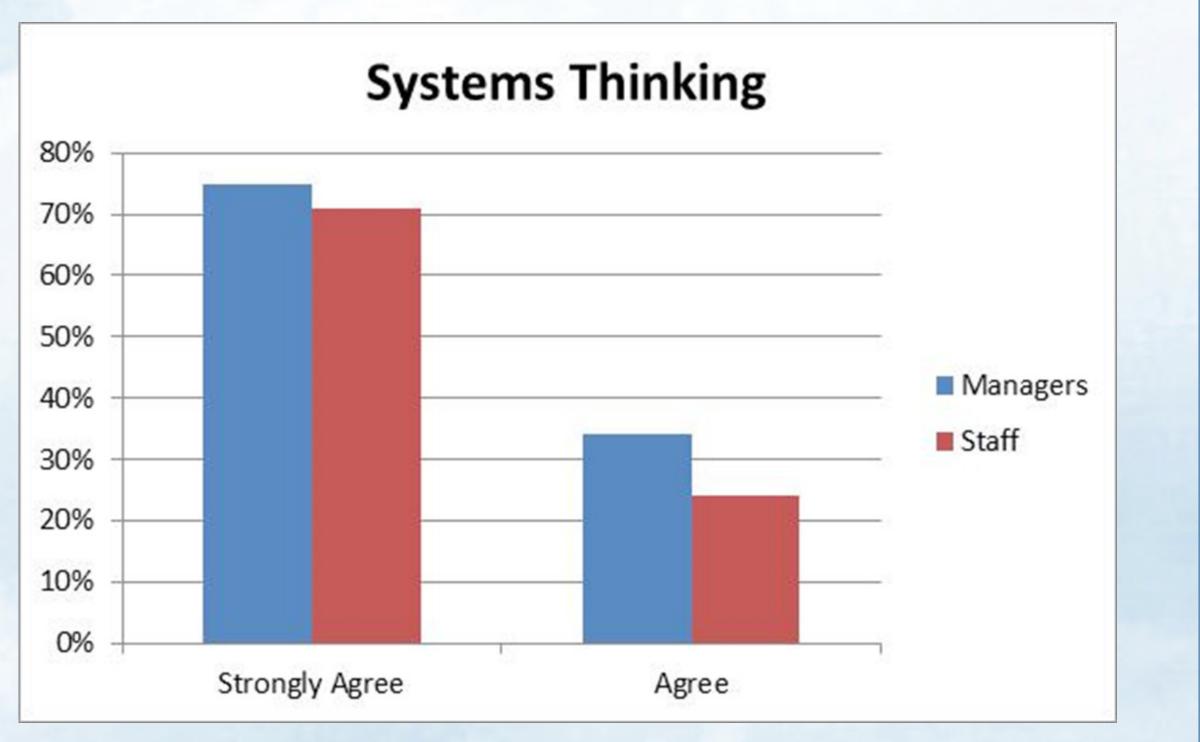
- open to change
- focused on opportunities
- cognizance of quality outcomes
- shared attitudes aligned as one voice for all
- committed to a high-performing nursing leadership culture

Each individual established a 12-month leadership development plan to share in a mentor partnership to validate their transformation commitment.









IMPLICATIONS FOR PRACTICE

Professional leadership development must be a core competency at the point of care.

- Investing in leadership strengths of clinical nurses alters perspectives
- Promotes alliances of interprofessional partnerships
- Personal awareness evolution results in a strong foundation for succession planning in all nursing roles
- Nurses demonstrate a knowledge and skill set that "Lead the Way," adapt to changes, address challenges and embrace innovation

PARTICIPANT COMMENTS

"Self-knowledge –
it's a painful process
sometimes, but essential
for any leader."

"Seeing the bigger picture, I will continue to develop my strengths and improve areas of weakness to gain more confidence and improve communication skills to be a better leader"

"I have grown so much as a leader due to this leadership course."



