“Every Nurse a Leader”™
Can Transform Healthcare Organizations

PRESENTERS

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Vice President of Patient Care Services and Chief Nursing Executive Officer

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Project Coordinator

“Every Nurse a Leader”™
Can Transform Healthcare Organizations

What is “Every Nurse a Leader?”™

• A philosophy, a mindset, a culture

• An infrastructure to cultivate emerging nurse leaders at the point of care

• Appreciative inquiry as a framework to promote an environment of affirmation

• Innovative Transition Into Practice Program to insure success of new graduate nurses

• “Living” 5 Practices of Exemplary Leadership
“Every Nurse a Leader”™

Inspire a Shared Vision to Reshape Your Culture

- Create a **culture** that values leadership where “everyday” leaders are the new standard
- Instill leadership as a “calling”
- **Empower** to make a difference
  - Our mantra is **Today Counts**
- **Cultivate interdisciplin ary partnerships**
  - Nurture nurse-physician collaboration and inter-organizational relationships
  - Develop holistic teams to focus on the **common mission** – patient care
"Every Nurse a Leader"™
Challenge the Process to Improve RN Turnover

New RN Graduate Turnover

*National Baseline
- 49.0%
- 18%

PSJMC Historical Baseline
- 34.8%
- 14.5%

New Grads
Cohorts 1&2 - 3&4
- 17.9%
- 16.4%

Cost savings of decreased turnover $648,000 - $1,128,000
“Every Nurse a Leader”™

Enabling Others to Act Creates a Supportive Infrastructure that Strengthens Engagement

• Nursing Leadership team and executives are invested

• Interdisciplinary partners are involved in Transition into Practice Program through Cohort educational sessions

• Nurse managers actively participate in interviewing, on-boarding, and transitional support during 2-year residency
“Every Nurse a Leader”™

Shared Decision Making Enables Others to Act Leading to Improved Outcomes

- Quality decisions aligned with values
- Thoughtful deliberation of options
- Efficient, timely decision making
- Systematic way of dealing with uncertainty that builds capacity for future decisions
- Collaborative process that enhances trust
- Meaningful involvement of stakeholders
- Increase commitment to goals
- Improve capacity to attain goals
“Every Nurse a Leader”™  
Appreciative Inquiry Models the Way

• Your **words** create your world  
  GREAT leaders have GREAT days!

• **Questions** you ask, shape your reality  
  Positive questions = positive results

• Your **attitude** - Your choice  
  Do you envision success or failure?  
  Either way, you’re right!

• **Affirmative competency** is a self-fulfilling prophecy  
  If you think you can, you will!
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Appreciative Inquiry Encourages the Heart

- Engages and connects people
- Improves communication
- Drives people to do their best
- Improves confidence & competence
- People feel heard and contribute
- Infuses life-giving energy into organization
- Focuses on people’s strengths
- Highlights what can be accomplished
- Creates innovative thinkers
- Fosters company loyalty

Our RNs at community event “Feed My Starving Children”
“Every Nurse a Leader”™
Challenging the Process Ignites Innovation

It was *Time* for a Novel Way to Orient New RNs

Our Transition into Practice Program Promotes RN:

- Professional Nursing Practice
- Leadership
ENL™ Transition into Practice Program
2-Year Residency Transitional Stages
Practicing Exemplary Leadership Transforms RNs

**Transition**

**DOING**
- Spinning
- Progressing
- Busy
- Learning
- Diligent

**BEING**
- Steady
- Skillful
- Hopeful
- Exhausted
- Comfortable

**KNOWING**
- Calm
- Relaxed
- Confident
- Happy
- Rock Star

**TRANSFORMING**

**Shock**

- Months 1 - 3
- Months 4 - 7
- Months 8 - 12

Source: Modified from Duchscher’s Stages of Transition Theory
Transition Into Practice Program - Cohort Selection Process

1. HR Identifies Openings for New Graduate RNs
2. HR pre-screens Applicants using selection criteria from Cohort Coordinator
3. Applicants interview with Cohort Coordinator (1-to-1, in-person behavioral interview)
4. Applicants who receive qualifying score invited to Group Interview process
5. Applicants who receive “good fit” ranking from Nurse Managers selected as finalists
6. Cohort Coordinator matches Applicants’ preferences with Nursing Units’ needs
7. Final selections approved by Nursing Unit Managers and VP/CNEO
8. Employment offers made to approved Applicants by Cohort Coordinator & HR
9. Cohort Program includes:
   - 1st Year Residency
     • Clinical/Technical Skills
     • Interpersonal Skills
     • Leadership Skills
   - 2nd Year Residency
     • Leadership Projects
     • Leadership Roles

Pre-screening
Interviewing
Final Selection
Employment
Cohort Program

NG Behavioral Interview Form
Manager Interview Form
NG Interview Feedback Form
Transition Into Practice Program - Cohort Training

Hospital and Patient Care Services Orientation (2 days) → Nursing Orientation 2 days) → Extended Orientation with Assigned Preceptors (8 to 12 weeks)

1st YEAR RESIDENCY
- Clinical/Technical Skills
- Interpersonal Skills
- Leadership Skills

2nd YEAR RESIDENCY
- Leadership Projects
- Leadership Roles

Cohort Education Program (2 years)

1st YEAR RESIDENCY
- Patient/Family Care
  - Patient Experience
  - Code Blue
  - CUSP
  - Diabetes
  - Dialysis
  - Respiratory
  - Neuro/Stroke
  - Dementia
  - Vascular Access
  - Wound Ostomy
  - Psychiatric patients
  - Palliative Care
- Info Management
  - Communication
  - JCAHO Readiness
  - Charting Dos/Don’ts
- Interpersonal
  - Goal setting
  - Metacognition
  - Organization Tips
  - Personal Effectiveness
  - Personal Power
  - Managing DISC Style
  - Stress Management
- Leadership
  - Leadership Essentials
  - Irons Oaks Team Leadership Event
  - Irons Oaks Team Leadership Learnings
  - LPI Administration
  - Identify Leadership strengths & set goals
  - Planning manager conversations & accepting feedback

2ND YEAR RESIDENCY
- Leadership Projects
  - Evidence-Based Practice
  - Quality Improvement
  - RN-driven protocols
  - Research studies
- Leadership Roles
  - Charge RN
  - Education Liaison
  - Clinical Leadership Council
  - Unit-Based Council
  - Technology SuperUser
  - Preceptor
ENL™ Transition into Practice Program

Cohort Education Sessions Enable RNs to Act

• **Patient and Family Care**
  - Understand the patient and family experience and how to care for patients with special medical issues

• **Interpersonal and Personal Effectiveness**
  - Assist with role transition, goal setting, critical thinking, organization, stress management, communication, managing self/style, personal power, and successes

• **Information Management**
  - Learn coding, EMR, patient safety, risk management, and charting
ENL™ Transition into Practice Program

Sim Lab Models the Way for Real World

Hands-on clinical training

- Assessment of clinical & critical thinking skills
- Real time feedback
- Debriefing to analyze & reflect on performance

- Meets needs of RNs’ learning styles
ENL™ Transition into Practice Program

The **Leadership Challenge** Takes RNs’ Confidence to New Heights

*Leadership Challenge teaches RNs to:*

- take risks
- challenge themselves
- overcome fears
- work as a unified team
- trust each other
- develop confidence that leads to competence
ENL™ Transition into Practice Program
The Leadership Challenge Enables Teamwork

Leadership Challenge teaches RNs to:

• communicate effectively
• strengthen partnerships
• value contributions
• work toward common goal
• think strategically
• create innovative solutions
• ask for help

New Grads & preceptors work toward success!
ENL™ Transition into Practice Program
Enabling Others to Act Builds Confidence
ENL™ Transition into Practice Program

Provide RNs with Challenges to Instill Confidence, Develop Competence, and Cultivate Powerful Leaders

Confidence

Competence

Degree

Degree

Cohort 1 (n=51)  
Cohort 2 (n=8)  
Cohort 3 (n = 4)  
Cohort 4 (n = 7)  
Cohort 5 (n = 12)  
Cohort 6 (n = 15)
Our Support System for New Grads

Encourages the Heart

Cohort
Mentor
Preceptors
Unit Teams
Clinical Educators
Professional Coach
RN Coaches
Cohort Members
ENL™ Transition into Practice Program

New Grad Leaders Model the Way for Others

- Education Liaison
- Clinical Leadership Council
- Unit-Based Council
- Charge Nurse
- Technology SuperUser
- CCRN certification Prep
- Master’s program for FNP
- Transition from PCU to ICU
- Precepting new grad in ICU

“I always considered leadership my weakness.”

Jen Miller - Cohort 1
Taking the Lead in 2013

• Empower nurses with strategies to lead

• 123 nurses, educators, managers, and students from 16 organizations attended

• Featured topics included:
  • Transforming Your Workplace
  • Inspiring Nurses in Times of Change
  • Igniting Our Strengths
Transition into Practice Program

Leadership Practices Inventory (LPI)
Sets Stage for Exemplary Leadership

MODEL the Way
INSPIRE a Shared Vision
ENCOURAGE the Heart
ENABLE Others to Act
CHALLENGE the Process

LPI Administration

Baseline
• 2 weeks after Cohort begins
• After regular orientation
• After Shadowing on units

Follow-Ups
• End of 1st year of practice
• End of 2nd year of practice
• Beyond
### ENL™ Transition into Practice Program
Cohorts 5 and 6 LPI Initial Findings

#### COHORT 5 LPI Results

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ENL™ Transition into Practice Program
Cohorts 5 and 6 LPI Initial Findings

Cohort 5
- Model Way
- Shared Vision
- Challenge
- Enable Others
- Encourage Heart

Cohort 6
- Model Way
- Shared Vision
- Challenge
- Enable Others
- Encourage Heart
### MOST Frequent Behaviors

- 9 out of 10 top behaviors **same** for C5 and C6
- Dignity and respect
- Follow through w/ promises
- Cooperative relationships
- Actively listening
- Challenges self
- Asks for feedback
- Sets personal example
- Shows appreciation to team
- Praises people

### LEAST Frequent Behaviors

- 7 out of 10 bottom behaviors **same** for C5 and C6
- Builds consensus
- Develops people
- Clear leader philosophy
- Connects people’s LT interests with common vision
- Challenges people to innovate
- Creatively rewards people
- Searches outside company for innovative ways to improve
2-Year Residency Program, helps new graduate RNs:

Model the Way
• Align actions with shared values to build **credibility** by delivering what they promise

Inspire a Shared Vision
• Understand how their “calling” connects to the “**big picture**” and promote the shared vision that bonds them to others

Challenge the Process
• Confidence builds competence to take initiative to **drive improvements**

Enable Others to Act
• Learn to **collaborate** by learning to **trust** others

Encourage the Heart
• Show **appreciation** for people’s contributions to create a **spirit of community**
Cohort Leadership Projects

Added to Year 2 Residency Curriculum

• Evidence-based practice, QI projects, RN-driven protocols, and nursing research

• Prepares Cohorts to use evidence and translate findings into action

• Cohorts develop, direct, and present projects to contribute to their professional nursing practice and field of nursing

• Provides Cohorts opportunity to be innovative and drive improvements
Impact of an Innovative Transition Program

• 6 Cohorts
• 97 new graduate RNs
• 12% of our nursing organization, but...
• 100% inspiring, empowering, and transforming
• 100% removing generational divisions
• 100% reshaping our nursing culture
• 100% bringing new life to our organization
• 100% living our spirit to provide healing and hope
ENL™ Transition into Practice Program
“Living” Practices of Exemplary Leadership

“The Program and organization always encouraged and supported our growth and helped us keep moving forward.

I just recently precepted a new grad in ICU. It is rewarding to be a continued part of the New Grad Program. “

Jen Miller - Cohort 1 Graduate
Nurse Leader at the Bedside
ENL™ Transition into Practice Program
“Living” Practices of Exemplary Leadership

INSPIRING
• Inspire a Shared Vision
• Encourage the Heart

EMPOWERING

• Enable Others to Act
• Challenge the Process
TRANSFORMING
• Model the Way
“Every Nurse a Leader”™
Inspiring – Empowering – Transforming
Creating Powerful Leaders

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