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## Leadership Development A Workforce Imperative: A Data Driven Approach to Strategy Development

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## Objectives


- Describe a state-based, data driven assessment approach to leadership development
- Identify three state-based strategies that support leadership development
- Share key implementation learnings

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## Wisconsin Action Coalition

- Wisconsin Center for Nursing, Inc.
- Rural Wisconsin Health Cooperative
- Advisory Council & diverse stakeholder groups
- **Inventory Report - Implementation of the IOM Report: A Wisconsin Profile**
- Awarded 2 rounds of RWJF 'SIP' Funding

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## National Leadership

- Center to Champion Nursing in America, AARP & The Robert Wood Johnson Foundation®
- [www.campaignforaction.org](http://www.campaignforaction.org)

**Purpose:**  
Assist state 'Action Coalitions' to promote, support & implement recommendations from the 2011 IOM *Future of Nursing* Report.

**FUTURE OF NURSING™**  
Campaign for Action

### Wisconsin SIP Awards

- Robert Wood Johnson Foundation (RWJF) State Implementation Program grants
- *Taking the LEAD for Nursing in Wisconsin: Leadership, Educational Advancement & Diversity* (#70696)
- *Wisconsin Nursing LEADs the PACC: Partnerships in Action for Community Care* (#72504)

### Taking the LEAD for Nursing RWJF SIP #70696

#### Leadership

- Environmental scan -Leadership training programs
- 'Nurses on Boards' Surveys & Report
- Board Service questions - 2014 WI RN Survey
- Leadership Curricular Review- 6 nursing programs

### Environmental Scan

#### Nursing Leadership Development Programs RWJF SIP #70696

- Nursing Leadership Academy- Emerging Leader- W-ONE, WNA, WCN- focused on the emerging nurse leader
- Leader in Transition- State of Wisconsin Department of Corrections
- Clinical Leadership Institute
- Rural Wisconsin Health Cooperative

### Findings, Strategies and Results

Expand the Leadership Academy

- Focus on regional locations
- Enhance diversity recruitment
- Use of a leadership toolkit



66%

## Leadership Board Surveys

RWJF SIP #70696

- Nurses on boards
- Board survey to targeted industry boards



## Findings from board survey

Qualtrics IRB approved survey sent to Wisconsin Nursing Coalition and WCN list

- Prior board services 58%
- Currently serving on boards 41%
- Of those serving on boards
  - Community boards 29%
  - Health care boards 16%
  - College boards 15%
  - Governmental 9%



## Strategies

- Develop structured continuing education programs emphasizing board governance skills aligned with board governance opportunities.
  - Regional board trainings in 2014 with 141 attendance. Adding philanthropy in 2015/16
- Establish and disseminate information about board composition and opportunities to nurses in both academic and practice settings



## Targeted Board Survey

- All colleges and universities with Schools of Nursing
- All Wisconsin Hospitals
- All Federally Qualified Health Care Centers
- Top non-profits



## RN Licensure Survey

- 2014 Wisconsin RN Survey-73,136 valid responses
- Questions added on board service and roles
- 966 (1.3%) of registered nurses were appointed to governance boards, and 307 (0.4%) were elected board officials (WCN, 2014a)
- 14,533 (50.7%) not engaged in leadership and not interested

## Curricular Review Recommendations and Strategies

- Integrate and identify leadership concepts across all areas of the nursing curriculum
- Share promising practices of leadership development concepts.
- Establish topic-specific faculty forums to encourage collaborative sharing of curricular content and approaches.
- Promote leadership development as a continuum to extend beyond pre-licensure programs into professional development programs for practicing professionals.

## DNP Capstone Study

### Purpose

- Examine the use and perceptions of formal and informal mentors in the leadership development of nursing leaders, specifically nursing directors and executives within healthcare settings



## Study Aims

- Determine the perceived value and experience as a mentor and protégé by nursing leaders including nurse executive role
- Compare the descriptions of mentorship experiences between nursing directors and nurse executives
- Identify barriers to mentoring
- Identify awareness of formal mentoring programs (AONE, WONE, VHA)

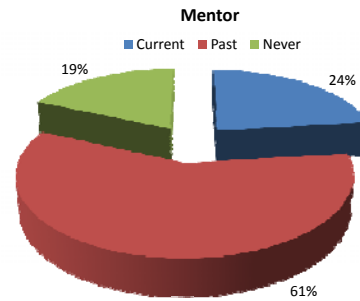


## Study Design

- A cross sectional, survey research method
- Email with Qualtrics web link
- Wisconsin Organization of Nurse Executives and Wisconsin Center for Nursing leader resource list
- Results analyzed with descriptive statistics
- Thematic analysis used for four qualitative questions



## Key Findings Use of Mentors



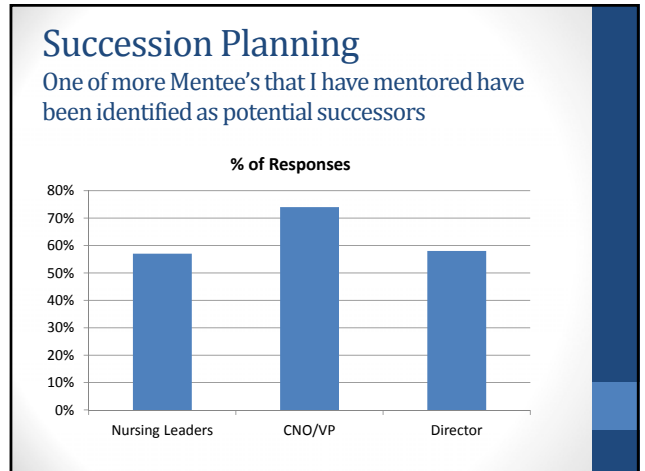
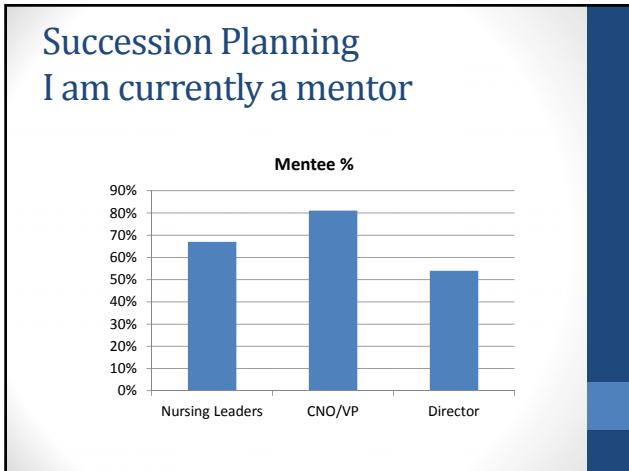
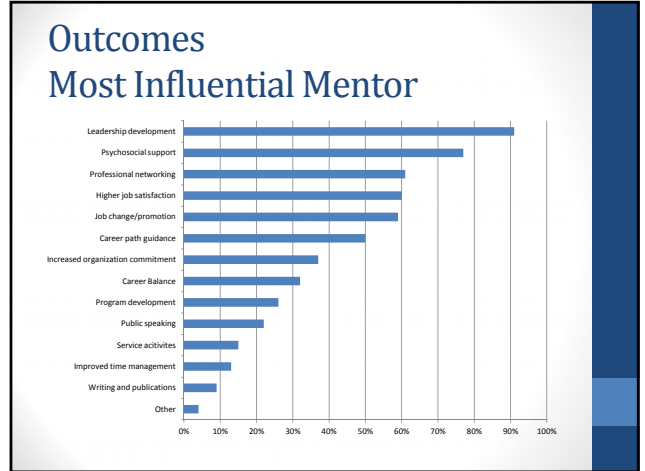
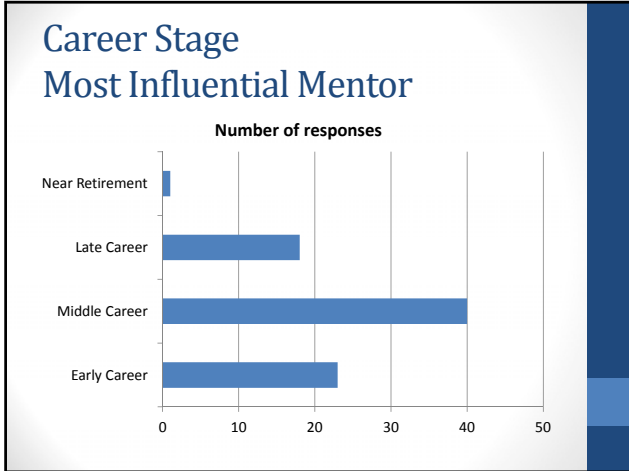
## Mentoring Best Practices

- Mentor selection-Right fit
- Frequency and structure
- Formal and Informal



## Description

- Mentor relationship is informal - 65%
- Most influential mentor informal - 80%
- When a formal mentorship exists it is typically sponsored by:
  - Current employer - 69%
  - Past employer - 14%
  - Professional organization - 6%
  - Leadership development program - 3%



## Barriers to Mentoring

- Time and scheduling constraints
- Continuity
- Selection-finding the right mentor
- Quality of relationship
- Supervisory concerns



## Summary and Take Away

- Importance of being proactive
- Identifying a potential mentor
- Profile matching based on needs
- Training and education on mentorships
- Having more than one mentor during your career
- It's never too late to start

## Inquiry and Reflection

- How to leverage the power of the informal mentorships and help leaders identify potential mentors with the right chemistry
- Internal or external mentors
- Use of other disciplines
- Set the stage - Consider opportunities for speed mentoring in a variety of forums
- Integrate use of mentors into leadership academy with structured goals

## Conclusions

- Mentoring is an effective strategy to increase leadership development
- In this study the perceived effectiveness was high
- Nursing Leaders use informal mentoring more than formal
- Only 24% of nursing leaders had a current mentor
- Limited use of mentors originating outside the field of nursing
- Limited use of multiple mentors

## Recommendations

- Individual
  - Encourage the development of a mentoring plan
  - Use of multiple mentors at different career stages
- Nurse Executives
  - Role model transformational leadership and mentoring
  - Support a culture of mentoring
- Organizations
  - Support a culture of mentoring
  - Establish the infrastructure with appropriate rewards and recognition systems

## Mentoring Next Steps

- Working with WONE on enhanced mentoring program
- Develop a board mentoring program
- Support cultures of mentoring



## Key Learnings

- Baseline assessment data is critical
- Surprise findings in each area
- Assessment findings drive strategy design, implementation, and execution
- Leverage involvement on all levels
- Use Jonas and DNP scholars
- Diversity in all activities
- It takes a village



## Leadership Development Journey





## Contact Information

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