

# **FUTURE OF NURSING™**

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## Campaign for Action



Robert Wood Johnson Foundation



# **Texas Action Coalition Leads the Way with 'Nurses on Boards'**

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# Objectives

- A. Introduce the Texas Team Action Coalition and provide a brief overview of membership & successes to date.
- B. Review the recommendations of the Institute of Medicine “Future of Nursing” report Key Message #3.
- C. Describe the Texas Team’s work focused on Transforming Leadership in Texas.
- D. Describe the THT/TX Team ‘Nurses on Boards’ initiative as one exemplar for transforming leadership.
- E. Create a synthesis of understanding about why diversity in leadership is critical to transforming healthcare in Texas and across the U.S.

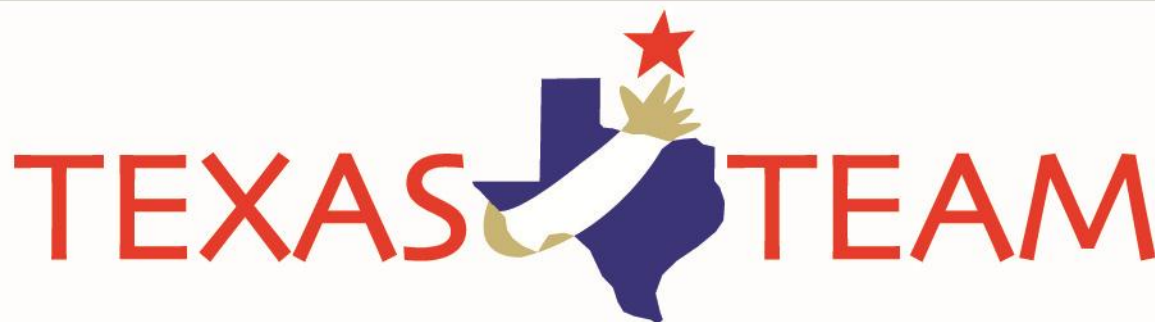


**Dr. Alexia Green – Executive Committee Member  
and Co-Leader of Texas Team**

**Creating Synergy to Achieve IOM Future of Nursing  
Recommendations in Texas**

# Our Commitment to Advance the Health of Texans through Nursing

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*Advancing Health through Nursing*  
Initiative on the Future of Nursing

## “Better Care, Better Health, Reduced Cost”



*Advancing Health through Nursing*  
Initiative on the Future of Nursing

# Seven Stages of Coalition Development

- **Mobilization**
- **Establishing Organizational Structure**
- **Building Capacity for Action**
- **Planning for Action**
- **Implementation**
- **Refinement**
- **Institutionalization**

*“The California Endowment”*

- **Short Term (2011-2012)**
  - Identify and Engage/Educate Key Business Leaders
  - Formalize and Launch Regional or Statewide Leadership Teams Develop Strategic Goals and Strategies
  - Educate Current Coalition Members
  - Strategically Develop and Recruit New Coalition Members
  - Collaborate with Tactical Support & Operations to develop Communication/s Structure to Manage Member Participation
  - Establish and Maintain Routine and Pre-Planned Communication with/ among key leadership teams
  - Develop & launch strategic plan to achieve IOM recs in Texas
  - Develop Succession Plan and Process

- **Med Range (2013-2014)**

- Develop and Align Regional Tactics with State Goals/Strategies
- Engage Regional Coalition Members and Continue to Recruit New Coalition Members
- Continue Momentum of Regional Coalition Development
- Assess Effectiveness of Regional Communications/s Structure & Management of Member Participation
- Continue Campaign Education Plans and Spread Beyond Health Care Community
- Procure Resources and Develop Fund Raising Strategies
- Continue to Maintain Routine Communications with Regional Liaisons
- Implement Succession Plans
- Continue to Monitor and Assess Progress Toward IFN Goals
- Develop New Strategies to Achieve IFN Goals as Needed

- **Long Range (2015 – 2020)**
  - Implement Succession Plan/s
  - Reassess and Modify Communications Structure as Needed
  - Orient and Integrate New Leaders / Organizations Into Leadership Structures
  - Continue to Maintain Connectivity/Interest of Coalition Members
  - Continue to Procure Resources and Maintain Fund Raising Activities
  - Continue to Monitor and Assess Progress Toward IFN Goals
  - Develop New Strategies to Achieve IFN Goals as Needed



# Texas Team Members

- **BlueCross BlueShield of Texas – Co-Lead**
- **Texas Nurses Association – Co-Lead**
- **308 Organizations have Joined Team:**
  - Texas Healthcare Trustees
  - Texas Hospital Association
  - Associates in Process Improvement
  - Bell Helicopter
  - Perryman Group
  - Texas Association of Businesses



# Texas Team Leadership Structure

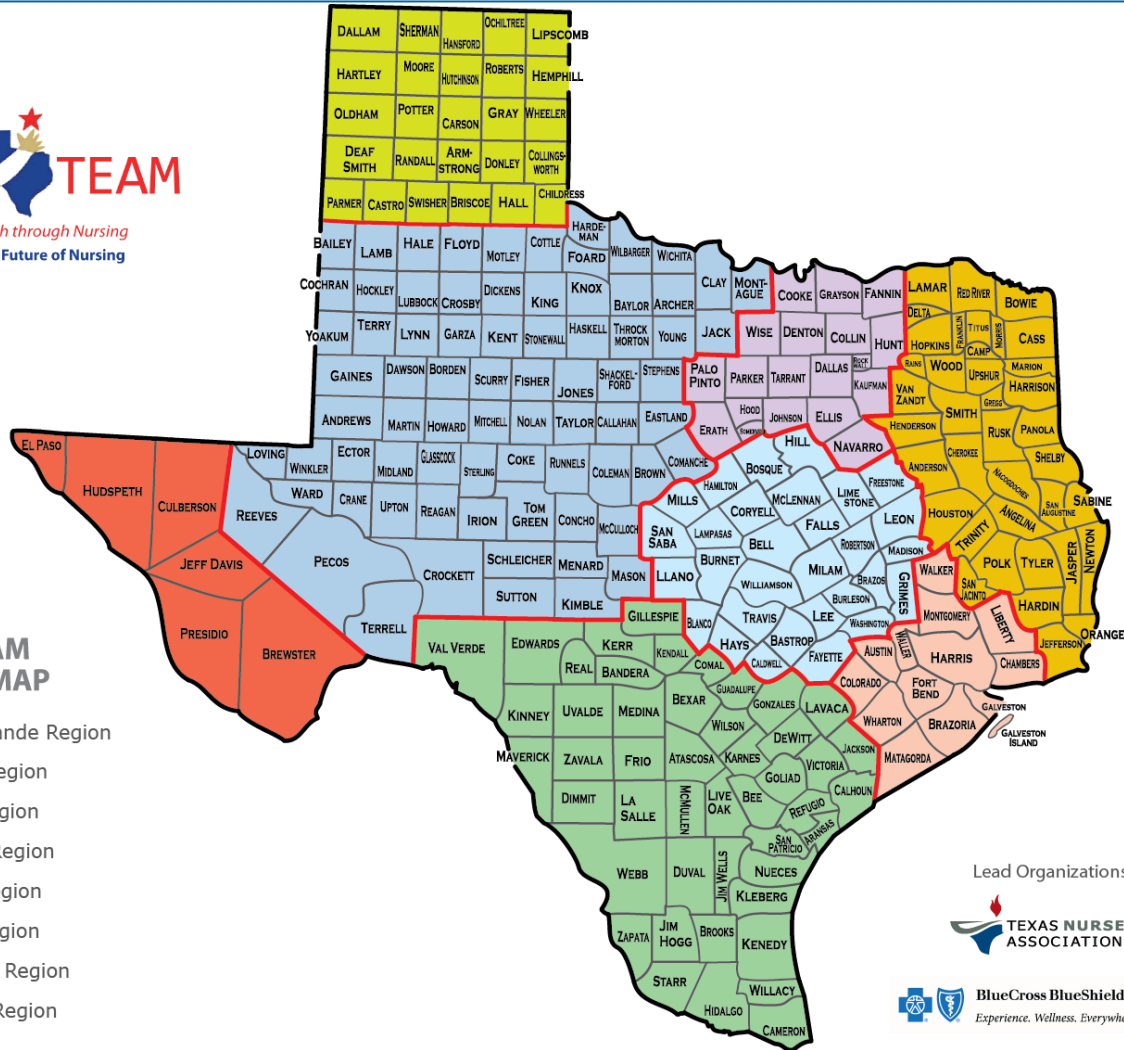
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**TEXAS TEAM REGIONAL MAP**

- Upper Rio Grande Region
- West Texas Region
- Panhandle Region
- North Texas Region
- East Texas Region
- Gulf Coast Region
- Central Texas Region
- South Texas Region



Lead Organizations:



# Because I Said I Would.....

- A nonprofit dedicated to “bettering humanity through the power of a promise” ....
- Leveraging the power of a promise to change the world
- As an AC Leader I believe we need more promises from leaders of all sorts to help achieve the IOM Future of Nursing goals
- All too often we have leaders who are not leading...they need to keep this promise of leadership
- “Because I said I would lead” ....I will....I am going to....

# Leadership Exemplar # 1: Dr. Ray Perryman & Perryman Group

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# Perryman Economic Impact Report 2012

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- The Economic Benefits of More Fully Utilizing Advanced Practice Registered Nurses in the Provision of Health Care in Texas: An Analysis of Local and Statewide Effects on Business Activity
- Impact:
  - 177,220 permanent jobs
  - \$23.6 billion in economic output
  - \$46.9 billion on annual expenditures
  - Enhance tax receipts annually by \$483.9 million

# Leadership Exemplar # 2: Dr. Greg Munester



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**Senior VP US Trust , Bank of  
America Private Wealth  
Management**

**San Antonio, Texas**

**Key Member of StAC**



# Leadership Exemplar # 3: State Rep Donna Howard



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- Has worked with Texas Team for multiple years
- One of three RN State Representatives
- Passed \$3 million Rider to Appropriations in 2013 Legislative Session to Support Nursing Education





# Texas Team Major Successes

- APIN Grant Recipient in 2012
- APRN Legislative Success in 2013 Session
- Developed & Launched Fund Raising Campaign 2013
- First Action Coalition J&J Future of Nursing Gala 2014
- Developed Successful Succession Plan
- Nurses on Boards Initiative





**Dr. Paulette Burns – Executive Committee Member  
and Co-Chair of Leadership Team**

**Creating Synergy to Achieve IOM Future of Nursing  
Recommendations Focused on Leadership**

# Leadership Team Co-Chairs: Represent Practice, Education, Business

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- Practice

Pam Craig, RN, CNO, Seton Medical Center,  
Harker Heights, President of TONE

- Education

Paulette Burns, RN, Dean, Harris College of  
Nursing and Health Sciences, TCU

- Business

Freda Hanley-RN, Senior Manager, Blue Cross  
Blue Shield



# Prepare and Enable Nurses to Lead Change to Advance Health Care

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- Team Charter: To address IFN recommendation #7:
- Nurses, nursing education programs, and nursing associations should prepare the nursing workforce to assume leadership positions across all levels, while public, private, and governmental health care decision makers should ensure that leadership positions are available to and filled by nurses (IOM, 2010, p.6).

# Prepare and Enable Nurses to Lead Change to Advance Health Care

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## Sub-Goals/Tactics

- 7.1 Expand leadership opportunities for nurses to lead in board rooms, policy discussions and on management teams.
- 7.2 Identify nurse leaders & advocate for appointment to various boards, commissions, task forces at state and community levels.
- 7.3 Develop partnerships with innovative organizations & leaders, both in and outside of health care, that support advancements aimed at improving the nurses work environment.
- 7.4 Identify resources that enable nurses to identify, mentor and coach current and aspiring nurse leaders.

# Organization of TX Leadership Team

Initiative on the Future of Nursing: Coalition for Action  
Leadership by RWJ, AARP, & AARP Foundation

Texas Team: Leading Change and Advancing Health

## Team #1

Advancing Nursing  
Practice

## Team #2

Advancing Nursing  
Education

RWJF-"APIN" Grant

## Team #3

Advancing Nursing  
Leadership

**Sub-Committee #1**  
Board Involvement

**Sub-Committee #2**  
Innovation

**Sub-Committee #3**  
Mentorship

## Facilitate Increased Nurse Involvement on Boards

- Expand leadership opportunities for nurses to lead in board rooms, policy discussions and on management teams.
- Identify nurse leaders & advocate for appointment to various boards, commissions, task forces at state and community levels.

# Work of Board Leadership and Appointment to Date

- Survey development-Purpose is to determine the level of board involvement of Texas nurses and those who would like to be involved. The survey will be sent to members of TONE, TNA, and Texas Deans and Directors with a target date of early January. Metrics will be developed after we have collected the baseline.
- Development of a template for those interested in serving to complete for the purpose of developing a data base of those ready and willing to serve. Those who complete survey will be invited to complete template.



# Work of Board Leadership and Appointment to Date

- Developed partnership with Texas Health Care Trustees who has designed program, 'Nurses on Board'. THT has developed curriculum, plan for marketing and branding, and funding sources, with the plan to educate 400 nurses for board service.
- Sharing our work at the THT annual meeting and opportunities for submitting information/articles for publication in their online publication.
- Communication with Texas Hospital Association about articles for their monthly publication.
- In addition to hospital boards, identifying other boards for nurse membership in the state.

# Facilitate Nurse Involvement in Innovation Designed to Improve the Care Environment

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- Develop partnerships with innovative organizations & leaders, both in and outside of health care, that support advancements aimed at improving the nurses work environment



# Innovations Team Members

- Health Stream-Dallas/Fort Worth
- Beckworth Engineering-San Antonio
- Stryker Medical Care-Patient Care in the Southwest
- Sanofi-Aventis-Dallas office. Worldwide pharmaceutical company.
- Avery Partners-Roswell, Ga.

# Facilitate Nurse Leader Mentorship and Internships

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- Identify resources that enable nurses to identify, mentor and coach current and aspiring nurse leaders.
- Encourage leadership organizations (non-nursing) to develop internship & leadership opportunities for nurses & to communicate, educate and publicize the contributions of nurses in advancing the health of Texans

## Webinar Series in Development In partnership with TONE and TNA

- Specific Career pathways in Administration and Management-Developing Roadmaps
- Overall Leadership Opportunities
- Establishing Mentoring Relationships
- Succession Planning

# Ongoing work of Leadership Team

- Cataloguing of Existing Leadership Development Opportunities in Texas-Nursing and Non-Nursing
- Determining ways and means of identifying leadership opportunities and matching prepared leaders with leadership opportunity (boards, commissions, governmental appointments, etc.)
- Determining gaps in leadership development programs and developing needed programs to prepare nurses at all levels for embodying leadership.

# Leader Recognition

- Leader Recognition-formal letter, website
- All Executive Team Members involved. Many thanks to website management team
- Showcase leaders-website, TNA publications
- Honor established leaders, emerging leaders





**Stacy Cantu CAE – Executive Director  
Texas Healthcare Trustees**

**Partnering with the Texas Team to Prepare Nurses  
to Serve on Boards**



# Goal of the Program

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*Increase nurse participation on  
boards by 2020*



## Goal of the Program

*More innovative thinking  
in the boardroom.*

In a state of the union address, President Barack Obama mentioned innovation nine times, more than any other president.

--Fareed Zakaria

## *Increase diversity of hospital boards by 2020*

### In Texas:

- Male trustees represent 72 percent of diversity survey respondents.
- 96 percent of board members are 46 years or older.
- Non-Hispanic white males represent the largest group of trustees in Texas.
- 30 percent of trustees come from a business/finance profession, which was the largest segment.

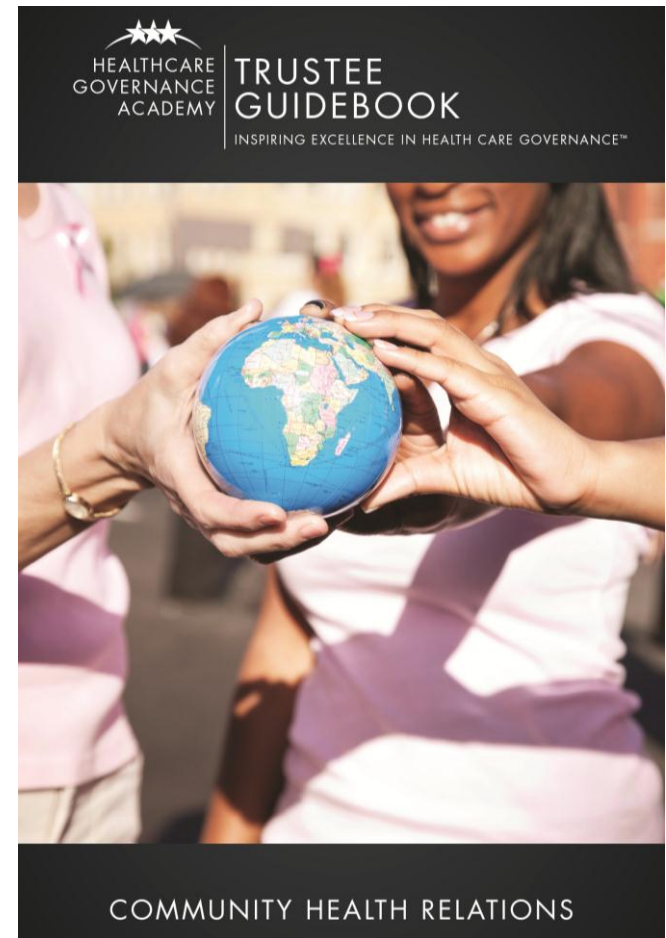
### Nationally:

- 12 percent of board members are non-white, while the 35 percent of Americans belong to ethnic minorities.
- Progress has been made but there is still a long way to go – according to a national survey from the Center for Healthcare Governance 24 percent of board members were women.
- Health care workforce consists of 75 percent women but 24 percent of board members were women.

# Goal of the Program

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*Improve the  
health of Texas  
communities*



# Curriculum

- Functions of a Board
- Board Organization
- Board Meetings
- Conflict of Interest
- Strategic Planning
- Board and CEO
- Community Health Advocate



# Funding

Foundations  
Sponsorships  
Systems



- Texas Team Advancing Health through Nursing
- Texas Nurses Association
- Texas Organization of Nurse Executives
- Texas Hospital Association
- Texas Association of Deans and Directors of Professional Nursing Programs
- Texas Organization of Baccalaureate and Graduate Nursing Education



# Connecting Nurses to Organizations

- Goodwills of Texas
- Keep Texas Beautiful
- Leadership Texas
- Greenlights
- United Ways of Texas
- YMCAs of Texas
- Texas Municipal League
- Texas Association of Counties
- Texas Association of Nonprofit Organizations
- Texas Association of School Boards





# Train the Trainer

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# Taking it to other states

- Complementary program overview
- Materials and resources
- Training
- Train the trainer



# The Future of Nursing: Leading Change to Advance Health

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