



Nursing Leadership Development

A Review of Four Programs in Wisconsin



***Taking the LEAD for Nursing in Wisconsin:
Leadership, Educational Advancement & Diversity***

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Overview

Promotion to leader is a pivotal juncture in a nursing career for both the individual and the organization. According to national workforce data, approximately 25% of leaders in companies will change jobs, and 50% of all professionals who held management positions continue to act as an individual contributor rather than as a leader, due to inadequate leadership training opportunity development.¹ Thus, investing in leadership training supports development and retention of nurse leaders.

The leadership programs described below are representative of models developed and implemented by a university/hospital system, a state government system, a rural healthcare system, and a nursing leadership organization. These programs are utilized by nurses in their professional settings. This report does not include leadership/professional development coursework or classes offered in nursing curricula by colleges or universities.

This report, however, includes only four exemplars of nursing leadership programs which have already been identified and reviewed in Wisconsin. As such, they are not reflective of the entire scope of nursing leadership development efforts offered by other professional nursing groups or health systems that may also be taking place at this time.

Nursing Leadership Academy

The Wisconsin Organization of Nurse Executives (W-ONE), the Wisconsin Center for Nursing (WCN), and the Wisconsin Nurses Association (WNA) have collaborated in creating the Nursing Leadership Academy. Academies are held twice per year and rotate throughout regions in the state. Volunteer ‘faculty’ members for the Academy include experienced nursing leaders and content experts from health systems, academic settings, and professional organizations.

The Nursing Leadership Academy is designed to bring together staff nurses and new managers from diverse practice environments to participate in interactive sessions to build leadership competencies and skills. The subject content is based on competencies established by the American Organization of Nurse Executives (A-ONE). Emerging leaders are identified for participation by their supervisors, and their attendance is supported by their healthcare organization.

The program consists of two consecutive conference days followed by one additional conference day three months later. Classroom time is augmented with leadership readiness assessment tools, assignments, and application expectations within the participants’ workplace settings. Participants select a project topic to address both their individual leadership development needs and the needs of their organization. This project is presented on the third conference day. The selection of a personal mentor and development of individual goals within an ongoing leadership development plan is also emphasized.

For more information on the W-ONE Leadership Academy, contact Kathy Drengler, MSN, RN at kathy.drengler@aspirus.org

1. US Department of Labor, Bureau of Labor Statistics. (2010). *Employment & Earnings, Annual Averages*. Retrieved from: <http://www.bls.gov/ces/>

Rural Wisconsin Health Cooperative

The Rural Wisconsin Health Cooperative (RWHC) offers a number of management/leadership workshops for rural health care leaders. Focused on skill building, these interactive workshops are ideal for the manager promoted from within. While most workshops are not nursing specific, nursing is the largest professional group represented in the hospital workforce, so they are significant in numbers. RWHC does not keep an exact count on an ongoing basis of participants who attend mixed sessions at RWHC in Sauk City or in facility specific sessions held on site throughout the state. However, over 1,500 individuals are estimated to have participated in at least one workshop since the leadership series began in 2007. Many have attended several workshops, and many organizations have offered multiple sessions at their own facility. It is safe to state that nearly all participants represent individuals from rural areas.

RWHC sessions offer CEUs through WISHET. College credit is not offered. Most workshops are offered at RWHC in Sauk City, Wisconsin once a year, and on site as requested at individual facilities (typically 2-4 different facilities per month). Jo Anne Preston, MS, RWHC Workforce & Organizational Development Manager, and Cella Janisch-Hartline, RN, BSN, RWHC, Nurse Consultants, do all the instructional design and delivery. Evaluations from the sessions maintain an average above a 4.5 on a 5 point scale of excellence.

For more information on the RWHC leadership workshops, contact Jo Anne Preston, MS
JPreston@rwhc.com

Clinical Leadership Institute – University of Wisconsin Hospitals and Clinics, and University of Wisconsin, Madison, School of Nursing Collaborative

This collaborative leadership offering addresses the FY2010 – FY2014 University of Wisconsin Hospitals and Clinics (UWHC) Nursing and Patient Care Services Strategic Goal to identify and act upon opportunities to advance collaboration with the University of Wisconsin–Madison School of Nursing.

The series also supports the recruitment, retention, and development of nursing leaders in clinical practice and clinical management. In addition, it recognizes the challenges of developing contemporary nurse leaders despite faculty shortages and limited faculty experience in healthcare administration.

For more information on the Clinical Leadership Institute, contact Marilyn Haynes-Brokopp, MSN, RN at haynesbrokop@wisc.edu

Leaders in Transition – State of Wisconsin Department of Corrections

The Leaders in Transition program is a training session specifically designed for first-time ‘people’ leaders in the Wisconsin Department of Corrections. It provides support in navigating the transition to leadership. Program objectives are focused on learning tools and models to build key staff leadership skills. Participants receive manageable homework assignments between

learning sessions, and a variety of leadership and personality tools are also integrated into applicable learning sessions.

For more information on the Leaders in Transition program at the Wisconsin Department of Corrections, contact Mary Muse, MSN, RN at mary.muse@wisconsin.gov

The tables below provide information gathered from each of the programs on: number of participants, program content, and length of sessions.

Table 1. Participation

Year	WONE Nursing Leadership Academy	Rural WI Health Cooperative	Clinical Leadership Institute-UW-Madison	Leaders in Transition WI Dept. of Corrections
	Total RN Participants	Total RN Participants	Total RN Participants	Total RN Participants
2008			12	
2009	28		6	
2010			7	
2011	41		10	
2012	79		12	
2013	79		7	19
Since 2007		1,500 (<i>est</i>)		

Table 2. Content

Content	WONE Nursing Leadership Academy	Rural WI Health Cooperative	Clinical Leadership Institute UW-Madison	Leaders in Transition WI Dept. of Corrections
Self as a leader	X	X	X	X
Principles of communication	X	X	X	
Evidenced based practice	X	X	X	
Quality and safety	X	X	X	
Generational gifts	X	X		
Systems thinking / strategic management	X	X	X	
Leading teams through change	X	X	X	X
Conflict mediation	X	X	X	X
Applications to practice and work environment	X	X	X	X
Development of an individual leadership plan	X	X	X	
Identification of a capstone project	X		X	
Assessing the environment			X	X

Table 2 (continued)

Content	WONE Nursing Leadership Academy	Rural WI Health Cooperative	Clinical Leadership Institute UW-Madison	Leaders in Transition – WI Dept. of Corrections
Creating clarity		X	X	
Sharing power and influence		X	X	
Collaborative leadership		X	X	
Building trust		X	X	
Developing people		X	X	
Self-reflection		X	X	
Crucial conversations		X	X	
Program planning and evaluation			X	
Message mapping			X	
Writing for publication			X	
Precepting and leading in a non-leadership specific role		X		
Workforce engagement		X		
Behavioral based interviewing		X		
Coaching		X		
Lateral violence prevention		X		
Stress management		X		
Moving from peer to manager		X		
One minute management skills		X		
Time management		X		
Delegation		X		
SMART goals		X		
Performance reviews		X		
Team facilitation		X		
Public speaking		X		
Burnout prevention		X		
Project management		X		
Monster management 101 & 102		X		
Creating a positive work environment		X		X
Effective interviewing techniques		X		X
Coaching for superior performance		X		X
Counseling, discipline, and discharge		X		X
Computer applications for supervisors				X

Table 2 (continued)

Content	WONE Nursing Leadership Academy	Rural WI Health Cooperative	Clinical Leadership Institute UW-Madison	Leaders in Transition – WI Dept. of Corrections
Problem solving and decision making		X		X
Diversity awareness		X		X
Engagement and recognition		X		X
Putting it all together				X

Table 3. Length and Frequency

Program	Length	Frequency	Offered
WONE Nursing Leadership Academy	3 days	2 days + 1 day	Twice yearly
Rural Wisconsin Health Collaborative	1 day	6 hours each session	Throughout the year, minimally 1 day per month, typically 4 – 6 days/locations per month
Clinical Leadership Institute – UW Hospitals & Clinics and UW Madison School of Nursing	1 year	3 x monthly <ul style="list-style-type: none"> • CLI Scholars curriculum 1 x per month • Leading and Managing Grand Round 1 x per month • Monthly mentor meeting with scholar 	January through December annually
Leaders in Transition – Wisconsin Department of Corrections	12 weeks	Twice a month	November-April, 2012. Follow up meeting November 7, 2013. Next Leadership class planned for Spring 2014

The Wisconsin Center for Nursing is dedicated to its mission of assuring a sufficient, competent and diverse nursing workforce for the people of Wisconsin.

For more information go to www.wicenterfornursing.org

