Establishing a New BSN Program:
Opportunity for creating a healthy academic work environment
Objectives/Disclosure

• Relate the standards of communication, true collaboration and authentic leadership for creating healthy academic work environments.

• Utilize the standards to maintain innovative, creative and productive work environments.

• Dr. Gambardella received no sponsorship or commercial support for this presentation and declares no conflict of interest.
Background of project

• Decision to close a diploma SON and establish a new BSN program

• Opportunity to identify and establish a creative and healthy work environment that supports student and faculty growth and development

• Utilized skilled communication, true collaboration and authentic leadership as the foundation for development and implementation
Skilled communication

- Challenges of organizational redesign, the change process, and project planning
  - Clear, transparent ongoing communication
  - Input of all stakeholders
  - Acknowledgement and management of loss of identity and grieving as meaningful components of the transformation
True Collaboration

• Identification of the stakeholders
  • Project team, internal and external organizations/community

• Regularly scheduled meetings with a projected timeline known to all
  • Gantt chart, planning with flexibility

• Negotiation and mediation of the process and planning in project management
Authentic leadership

• Transformational leader style essential
  • Ability to lead self, others, organization & system

• Role model for faculty mentoring
  • Facilitate growth and development
  • Provide information of hospital vs. academic processes

• Role model for creating a healthy work environment
  • Create a culture of sensitivity and caring
  • No tolerance for incivility, bullying
Process to Healthy Work Environment

• 3 year process
• Early involvement of stakeholders
• Utilized all opportunities for airing concerns/challenges
• Valued all opinions
• Applied evidence-based knowledge to decision-making
Outcomes/Evaluation

- Ongoing evaluation process in place
  - Earned CCNE accreditation in first visit
  - Full approval of state higher education commission and Board of Nurse Examiners
  - Strong initial student evaluations of program, faculty, curriculum and resources
Outcomes cont.

• Founding Dean of Nursing recently promoted to Dean of the College of Nursing and Health Sciences
  
  • Recognition of transformational leadership abilities
  
  • Plans in development for a new building to house the College of Nursing
    • Recognition of the commitment of the University to the strength and popularity of the program
• Former Diploma School of Nursing status:

  • Final graduation class, May 2017

  • Legacy of school commemorated in the University through establishment of an historical museum

  • Over 75% of diploma faculty who met University faculty hiring guidelines teaching at the University, 20% of those eligible retired, remainder assumed other hospital positions
References


