



Establishing a New BSN Program:

Opportunity for creating a healthy academic work environment

Presented by:

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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
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- A background illustration featuring a central globe with a blue and white marbled texture. Surrounding the globe are several stylized human figures in various colors (light blue, green, yellow, orange, red, pink, purple, and grey). The figures are arranged in a circle, holding hands, symbolizing global collaboration and community.

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
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- A background illustration featuring a central globe showing the Earth, surrounded by seven stylized human figures in various colors (green, yellow, red, blue, light blue, grey, and light green) arranged in a circle. The figures are connected by a network of lines, suggesting a collaborative or interconnected process.

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

Outcomes cont.

- 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

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Thank you for your attention

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