Growing Leaders at All Levels:
A Transformational Framework

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Objective and Disclosures

Objective

Describe a transformational leadership framework utilizing strategies, programs, and innovations that provide education and professional development opportunities for nurses at all levels and in all positions

Disclosures

Cindy Dawson, MSN, RN, CORLN, Chief Nurse Executive and Associate Director, University of Iowa Hospitals & Clinics and Emily Ward, BSN, RN, MBA, CCRN-K, Associate Chief Nurse Executive, University of Iowa Hospitals & Clinics

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Leadership

Background

Bernard, 2014; Cope & Murray, 2017; Echevarria, Patterson, & Krouse, 2017

Characteristics of Transformational Leaders

Catalysts for change	Democratic in approach	Goal-oriented	Intellectual stimulators	Inspirational	Visionary
	share responsibilities with followers	set clear expectations	influence followers to create and pursue new ideas		actively promote and articulate vision
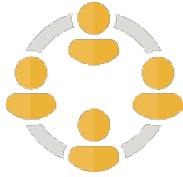
Cope & Murray, 2017; Echevarria, Patterson, & Krouse, 2017; Giltinane, 2013; McFadden, Stock, & Gowen, 2015; Merrill, 2015; O'Connor & Carlson, 2016; Rolfe, 2011

Goal and Rationale

Background

Goal

Continue to offer an array of structured learning opportunities aimed at developing clinical skills and expertise, enhancing leadership potential, and increasing interest in evidence-based practice and research
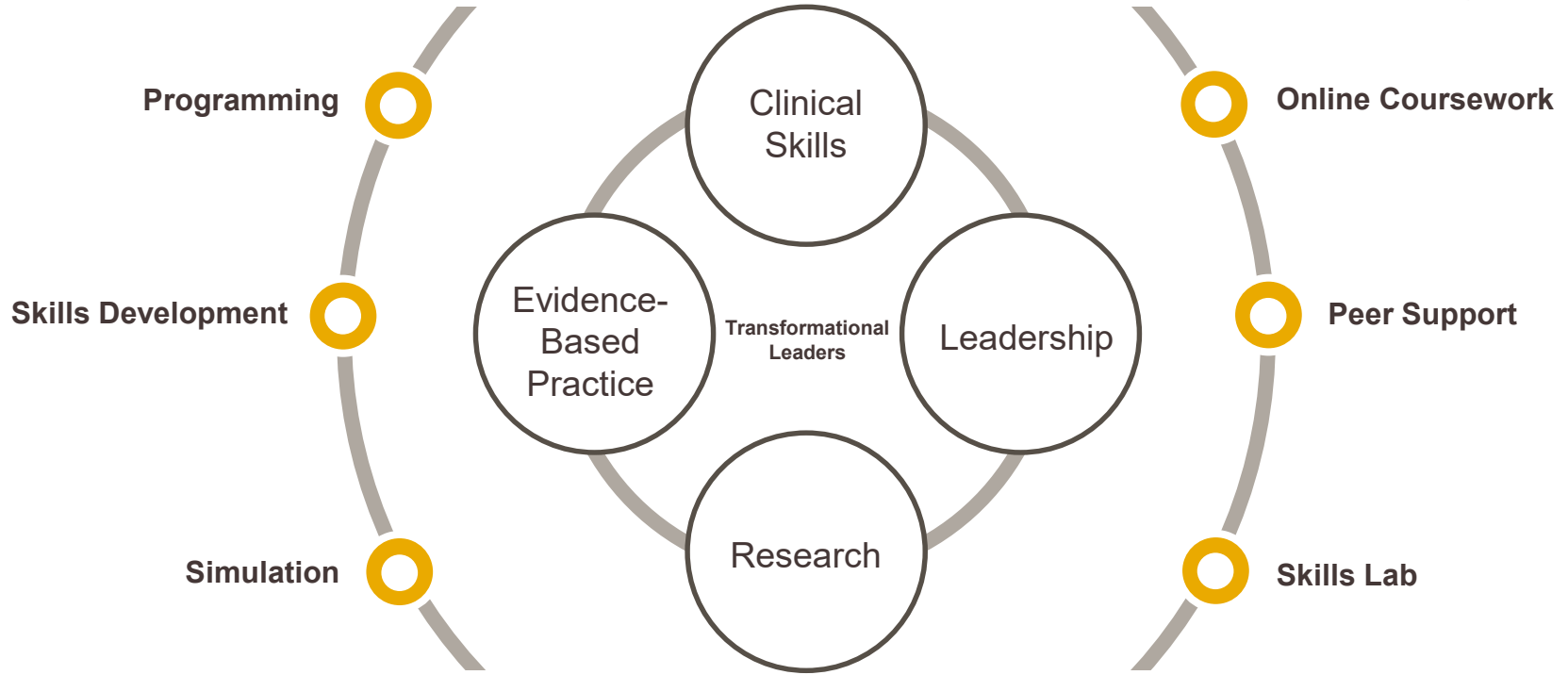
Rationale

- Leadership knowledge and skills can be improved through training
- Participants benefit from built-in networking time and peer support

Boamah, Laschinger, Wong, & Clarke, 2018; Branden & Sharts-Hopko, 2017; Cope & Murray, 2017; Debono et al., 2016; Fray & Sherman, 2017; Lambert, 2016; McCleskey, 2014; Shaughnessy, Griffin, Bhattacharya, & Fitzpatrick, 2018

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Transformational Leadership Framework

Background

A Closer Look at University of Iowa Health Care Efforts

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Nursing Clinical Education Center

A Closer Look at University of Iowa Health Care Efforts

- 20,000 square feet of dedicated space

- Features classrooms, computer lab, conference rooms, and 11 simulation rooms

- Interprofessional atmosphere

KEY AREAS

➡ **Clinical Skills**

Leadership

Evidence-Based Practice

Research

STRATEGIES

Programming

➡ **Skills Development**

➡ **Simulation**

➡ **Skills Lab**

Peer Support

Online Coursework

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Leadership Development

A Closer Look at University of Iowa Health Care Efforts

Clinical Leadership Development Academy

- Started in 2001
- 71 participants since 2015

Executive Leadership Academy

- Started with 2014-2015 cohort
- 145 participants

KEY AREAS

Clinical Skills

➤ Leadership

Evidence-Based Practice

Research

STRATEGIES

➤ Programming

➤ Skills Development

Simulation

Skills Lab

➤ Peer Support

Online Coursework

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Leadership Development (continued)

A Closer Look at University of Iowa Health Care Efforts

Dartmouth Program

- Participation started in 2013
- 31 participants

American Organization of Nurse Executives Fellowship Program

- 6 participants since 2009

KEY AREAS

Clinical Skills

➡ Leadership

Evidence-Based Practice

Research

STRATEGIES

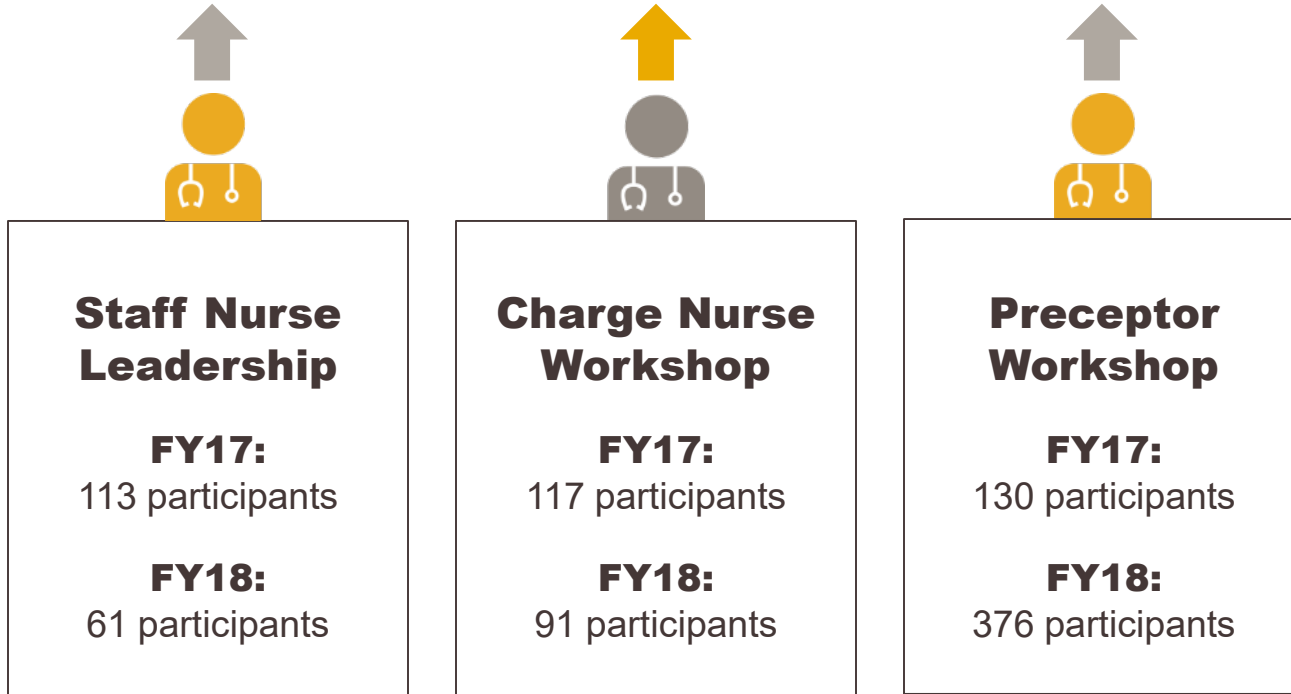➡ Programming

➡ Skills Development

Simulation

Skills Lab

➡ Peer Support

➡ Online Coursework

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Development Series

A Closer Look at University of Iowa Health Care Efforts

Staff Nurse Leadership

FY17:
113 participants

FY18:
61 participants

Charge Nurse Workshop

FY17:
117 participants

FY18:
91 participants

Preceptor Workshop

FY17:
130 participants

FY18:
376 participants

KEY AREAS

Clinical Skills

→ **Leadership**

Evidence-Based Practice

Research

STRATEGIES

→ **Programming**

→ **Skills Development**

Simulation

Skills Lab

→ **Peer Support**

Online Coursework

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Residency and Fellowship Programs

A Closer Look at University of Iowa Health Care Efforts

Nurse Residency Program

Started in 2009

FY17:
253 participants

FY18:
286 participants

Experienced Nurse Fellowship Program

Started in 2015

FY17:
160 participants

FY18:
147 participants

KEY AREAS

Clinical Skills

→ Leadership

→ Evidence-Based Practice

Research

STRATEGIES

→ Programming

→ Skills Development

Simulation

Skills Lab

→ Peer Support

Online Coursework

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Evidence-Based Practice

A Closer Look at University of Iowa Health Care Efforts

EBP Internship Program

Started in 2001

- 9 programs
- 50 direct care nurses
- 47 local presenters
- 34 national presenters
- 4 international presenters
- 16 peer-reviewed publications

Advanced Practice Institute: Promoting Adoption of EBP

Started in 2002

- 39 internal programs
- 18 external programs
- 910 participants
- 43 states + D.C.
- 9 countries

EBP Change Champion Program

Started in 2017

- 2 programs
- 58 direct care nurses
- 8 additional participants
- 55 nurse leaders
- 14 topics

KEY AREAS

Clinical Skills

→ Leadership

→ Evidence-Based Practice

Research

STRATEGIES

→ Programming

→ Skills Development

Simulation

Skills Lab

→ Peer Support

→ Online Coursework

Cullen & Titler, 2004; Cullen, Titler, & Rempel, 2011

Evidence-Based Practice (continued)

A Closer Look at University of Iowa Health Care Efforts

National EBP Conference

Started in 1994

- 26 programs
- 5,346 participants
- 48 states + D.C.
- 16 countries

KEY AREAS

Clinical Skills

→ Leadership

→ Evidence-Based Practice

→ Research

STRATEGIES

→ Programming

→ Skills Development

Simulation

Skills Lab

Peer Support

Online Coursework

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University of Iowa Nursing Collaboratory

A Closer Look at University of Iowa Health Care Efforts

- UI Health Care and UI College of Nursing

- Developed in mid-1980s

- Four key areas: research, education, practice, and informatics

- 2017 Outstanding Partnership Award from Midwest Nursing Research Society through Academic-Clinical Partnerships Research Interest Group

KEY AREAS

→ Clinical Skills

→ Leadership

→ Evidence-Based Practice

→ Research

STRATEGIES

→ Programming

→ Skills Development

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→ Skills Lab

→ Peer Support

Online Coursework

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University of Iowa Nursing Collaboratory (continued)

A Closer Look at University of Iowa Health Care Efforts

The Iowa Model of Evidence-Based Practice to Promote Quality Care

Originally published in 1994; revised in 1998

- 3,307 downloads
- 50 states + Guam, Puerto Rico, Virgin Islands, and D.C.
- 43 countries

The Iowa Model Revised: Evidence-Based Practice to Promote Excellence in Health Care

Published in June 2015

- 3,086 downloads
- 50 states + Guam, Puerto Rico, Virgin Islands, and D.C.
- 41 countries

Iowa Model Collaborative, 2017; Titler et al., 1994; Titler et al., 2001

KEY AREAS

Clinical Skills

→ Leadership

→ Evidence-Based Practice

→ Research

STRATEGIES

→ Programming

→ Skills Development

Simulation

Skills Lab

→ Peer Support

Online Coursework

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Conclusions

A Closer Look at University of Iowa Health Care Efforts

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Questions/Comments