Giving Back to Move Forward as a Nurse Leader

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An International Network of Nurse Leaders
Objectives

– Describe factors associated with the current leadership void in healthcare
– Identify some unique opportunities and conditions to take the lead in nursing
– Consider the concept of Servant Leadership as a way that nurse leaders can *Give Back to Move Forward*
– Compare strategies for accelerating one’s own leadership potential
Giving Back to Move Forward as a Nurse Leader
The Future of Nursing: Leading Change, Advancing Health (IOM, 2010)

Nurses should be full partners, with physicians and other health care professionals, in redesigning health care.

Nurses at all levels should be prepared and enabled to lead change to advance health care.
The Good News

Ranking of occupations, based on:

- projected job growth
- employment rate
- average salary
- job prospects
- job satisfaction

Where did nursing rank?
Projected Nursing Job Growth

- 296,900 new jobs were added to the healthcare sector during 2011
- 1 of every 5 new jobs
- As the largest segment of the healthcare workforce, RNs will be recruited to fill many of these positions

www.bls.gov/news.release/empsit.nr0.htm
Projected Nursing Job Growth

- The Registered Nursing workforce remains the top occupation for job growth through 2020

- Employed nurses will grow to 3.45 million by 2020

- 495,500 replacements in the nursing workforce - bringing total number of nursing job openings to 1.2 million by 2020.

http://www.bls.gov/news.release/ecopro.t06.htm
Nurses at the Top

- Gallup's annual poll on trustworthy professions
- Nursing ranked #1 for 12 out of the past 13 years

- Worldwide – nurses are the largest group of professional healthcare providers

- 3.1 million professional nurses in the U.S.

- 13 million professional nurses in the world

- Nurses hold only 6% of seats on hospital boards.

  (AHA, 2011)

- 34,899 leadership-effectiveness evaluations
- CCL’s Benchmark 360-degree feedback survey
- Rated the *importance* of each competency
- And the *effectiveness* of the leader in each competency
Opportunities for Improvement

• Leading and Investing in developing employees
• Participative Management – sharing info & governance
• Building and Mending Relationships
• Self-Awareness – own strengths & weaknesses
• Confronting Problem Employees
• Narrow Functional Orientation
Opportunities to Take the Lead: 
Clinical Nursing Management

• 4,647 postings for nurse managers (Job Target)

• 8.3% Nurse manager vacancy rate (AONE)
Opportunities to Take the Lead: Nursing Education

- In 2011, U.S. nursing schools turned away 75,587 qualified applicants from BSN and graduate programs.
- Faculty shortages as a reason in 2/3 of schools.
- 1,088 faculty vacancies were identified in a survey of 603 nursing schools.

AACN, 2011 & 2012
Opportunities to Take the Lead: Nursing Education

• Schools also cited the need to create an additional 104 faculty positions to accommodate student demand

• National nurse faculty vacancy rate of 7.7%

• Mean ages of doctorally-prepared nurse faculty were: professors (60.5), associate professors (57.1), and assistant professors (51.5 years).

AACN, 2011 & 2012
Opportunities to Take the Lead: Primary Care Providers

- Shortage of 21,000 primary care MDs by 2015 (AAMC)
- 1,334 NP job postings (JobTarget)

- PCP positions in the US National Health Service tripled between 2009 – 2011, with > 1,900 NPs and midwives.
- Since 1/2009, community health centers have increased APRN positions by 20%

- The Affordable Care Act funding for Nurse Managed Clinics provides funding to educate more than 900 nurses by 2013.
- The ACAs Prevention and Public Health Fund is supports the training of 600 new NPs and nurse midwives by 2015
Opportunities to Take the Lead: Entrepreneurs

Benchmark Psychiatric Services, LTD. is a multidisciplinary mental health organization dedicated to the provision of child, adult, geriatric, and family wellness. Offering office-based and on-site psychiatric and counseling services through our offices in Orland Park, IL, Naperville, IL, and on-site at numerous skilled nursing and assisted living facilities in Illinois and Kentucky.

Nathan R. Jaisingh, N.P.
President & CEO
Opportunities to Take the Lead: Community Service

Nu Nu (Utah) board raised $1,091 in honor of Dr. Gladys T. McGarey for the construction of her Family Sustainability Community Center.

Dr. McGarey's Foundation now receives $91 a month from the Nu Nu Chapter to support this dream - the amount is reflective of her age.

In Ogden, the Chapter works with Brigham City Hospital and Senior Citizen Center to administer flu shots to senior citizens in a project known as "Drive By Shootings" - they receive the shot while remaining in their cars.
Opportunities to Take the Lead: Community Service

• Beta Nu chapter (NC) hosts a *Scout Out* event for local Boy Scouts and Girl Scouts.

• Troops come to the College to learn about nursing history, careers, and advanced practice nursing specialties.

• Volunteers dress up in costumes from the theater dept. to depict the history of nursing.

• Students explore simulation labs, games, and activities.
Opportunities to Take the Lead: Philanthropy – Tiffany Montgomery

• Tiffany created an annual scholarship at David Starr Jordan High School, in CA. A former student at Jordan, Tiffany wanted to assure other students at her alma mater would have the same opportunities as she had received. Tiffany says her education was funded by donors with generous and sincere hearts and she wanted to join in their ranks.

• Kyrie Mentoring Academy - to develop the next generation of nurses, beginning with high school students living in Los Angeles County
Servant Leadership

Robert Greenleaf, 1970

"The servant-leader is servant first… It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead.

That person is sharply different from one who is leader first,…The leader-first and the servant-first are two extreme types."
Characteristics of Servant Leaders

- A Calling to serve
- Expert listening
- Empathy
- Healing
- Awareness

- Persuasion
- Conceptualization
- Foresight
- Stewardship
- Growth
- Building Community
“…servant leaders focus on identifying and meeting the needs of others rather than trying to acquire power, wealth, and fame for themselves,“

Kent Keith
Advantages of Servant Leadership

• A long-term concept of work and life, with the potential to influence society in a positive way.

• Exemplary treatment of employees or followers, leads to better treatment of customers.

• Promotes a corporate culture of high identification and loyalty.
Advantages of Servant Leadership

• Leaders define themselves and their success by their significance to the people.

• Improves the return on investment of staff, in all economic sectors.

• Managers who empower and respect their staff get better performance in return.
"To lead people, walk beside them ... 

As for the best leaders, the people do not notice their existence. The next best, the people honor and praise. The next, the people fear; and the next, the people hate ...

When the best leader's work is done the people say, 'We did it ourselves!'“

Lao-Tzu
Accelerating Your Leadership Potential

- Get as much education as you can,
- as soon as early as you can

- Find a mentor

- Be a mentor

- Find your market niche
Accelerating Your Leadership Potential

• Be ready to seize opportunities

• Don’t be afraid to stretch

• Read widely – stay informed

• Develop a broad network
The Power of Your Words
Light Up Your Face with a Smile

Darwin’s Facial Feedback Response Theory

– Act of smiling, even if forced, can make you feel better

– "Sometimes your joy is the source of your smile, but sometimes your smile can be the source of your joy."

– Thich Nhat Hanh
Smiling as a Leadership Asset

• People who smile are perceived as:
  – More likeable
  – More courteous
  – More competent

Barger and Grandey, 2006

• So now we know that when you smile:
  - You look good and feel good.
  - When others see you smile, they smile too.
  - When others smile, they look good & feel good, too.
Give Back to Move Forward

• Engage in Collaboration
• Respond to Vulnerable Populations
• Embrace Technology
• Create Your Legacy
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