

# Threading Nurse Leader Development on all levels of the Nursing Enterprise through a new role of Senior Nursing Adviser

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# Leadership Development

- \* History-First Senior Nursing Adviser hired to provide leadership coaching to a newly designated interim CNO at Chandler Hospital in 2007
- \* Second Senior Nursing Adviser came to institution in 2011
- \* Both Senior Nursing Advisers had served as CNO's in the organization previously

# Leadership Development

- \* Leadership development and succession planning were essentially absent in the organization upon arrival of first Senior Nursing Adviser
- \* As Nurse executives, we are keenly aware of the pivotal role of nurse managers in “making or breaking” any initiative undertaken by senior leadership
- \* Hence, the focus on nurturing and growing this group’s skill set

# Leadership Development

- \* Also, the organization is very finance driven and the nurse managers understood very little of basic budget development and management
- \* Initial first step 2 day session in 2008 was primarily focused on budget definitions and process

# Leadership Development

- \* Since that initial 2 day workshop, the following are now in place:
- \* Development of nurse manager orientation and onboarding process, competency verification skills checklist, annual competency and on-going enrichment series
- \* Director onboarding, competency verification skills checklist and individual coaching
- \* Systematic leadership development program, using internal and external learning opportunities

# Leadership Development

- \* Journal Club
- \* Emerging nurse leaders program
- \* 5<sup>th</sup> Tuesday program-evidence based leadership
- \* Revision of mission, vision, values, philosophy of nursing and professional practice model and shared governance to reflect commitment of ongoing learning and leadership development for all nurses

# Leadership Development

- \* All leaders take the DISC assessment and participate in optimizing teamwork sessions using individual strengths
- \* Implementing best practices through coaching and ongoing guidance (bedside shift report, hourly rounding and increasing accountability in middle management)
- \* Facilitation of assessment of senior nursing team using Good to Great Diagnostic tool

# Leadership Development

- \* Executive Coaching and Mentoring for key nurse leaders
- \* Senior Nursing Advisers facilitate retreats and workshops
- \* Continuously scan the organization for “hot spots” where infrastructure or leadership issues are creating real or potential problems



# Leadership Development

- \* Special Projects
- \* Perioperative Strategic Planning and immediate action planning process
- \* Journey to Excellence facilitation for Magnet readiness team reporting
- \* Production of a video for educational roll-out by executive nurse leaders for new mission, vision, values, philosophy and professional practice model
- \* Led effort in development of new model for leadership for professional development and professional practice and innovation

# Leadership Development

- \* What's next?
- \* Organizational wide acceptance of need for ongoing succession planning
- \* Leading focused Journal Clubs for individual groups
- \* Expansion of emerging leaders program within non-nursing healthcare disciplines
- \* Facilitate development of standard work in key leadership processes
- \* And, whatever comes up!

# Leadership Development Summary

- \* “Leadership is in the moment. The best kept secret of successful leaders is love: staying in love with leading, with the people who do the work with what their organizations produce and with those who honor the organization by using it’s products and services”. Kouzes and Posner
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