How transformational leadership is addressing the rural nursing workforce

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Objectives:

The learner will be able to discuss how transformational leadership was used to increase a BSN program.

The learner will be able to name at least one step in Kotter's change process.
State of rural nursing workforce

- 44% of US hospitals located in rural communities
- Nursing workforce historically low in rural communities
- Less access to higher education
- Fewer nurses with baccalaureate and higher degrees
- Fewer nurse faculty
More rural nurses

- To combat the existing shortage
- To replace retiring nurses
- To anticipate influx due to ACA and Baby Boomers
Barriers

- Geography
- Family
- Work
- Cost
- Insufficient preparation
- Lack of successful role models
- Lack of incentives
A highly educated workforce...

- Improves patient outcomes
- Increases human capital in an area
- Encourages innovation
- Enhances recruiting
- Retains quality nurses
- Multiplies talent in area

Multiplies talent in area

Improves patient outcomes

Increases human capital in an area

Encourages innovation

Enhances recruiting

Retains quality nurses
Overcoming barriers

- IOM recommendations
- Partnerships + transformational leadership
- Flagship university + Regional campus
- Extend baccalaureate education to a rural area
- Leverage resources of both partners
- Using technology
- Rurally based clinical sites
IOM recommendations

80% BSN prepared workforce
Transformational leaders

- Identify needed change
- Create vision
- Establish direction
- Align resources
- Inspire
- Empower colleagues
- Engage stakeholders

Transformational leaders are able to describe the change in a way that allows those involved to understand its value and how it will affect their own efforts

(Porter-O’Grady & Malloch, 2007)
Change strategy (Kotter, J. 1996)

- create a sense of urgency
- build a guiding coalition
- create a vision
- communicate the vision
- empower action
- celebrate short term wins
- leverage wins to stimulate more
- anchor the change into the culture
Here we grow again...

- Saw a need & demand
- Organizational assessment
- Engaged stakeholders early
- Created a sense of urgency
- Created a vision
- Developed a plan
A systems expansion

- Proposed increase
- 24 students per class
- Additional faculty
- Physical space
- Technology capacity
- Clinical capacity
In our region

- An additional 200 BSN graduates
- The majority (78%) remain to work locally
- 100% employment within 1 year
- 87% overall graduation rate
References


