

How transformational leadership is addressing the rural nursing workforce

Amber Williams, DNP APRN FNP



Disclosure slide



Amber Williams – University of South Carolina

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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

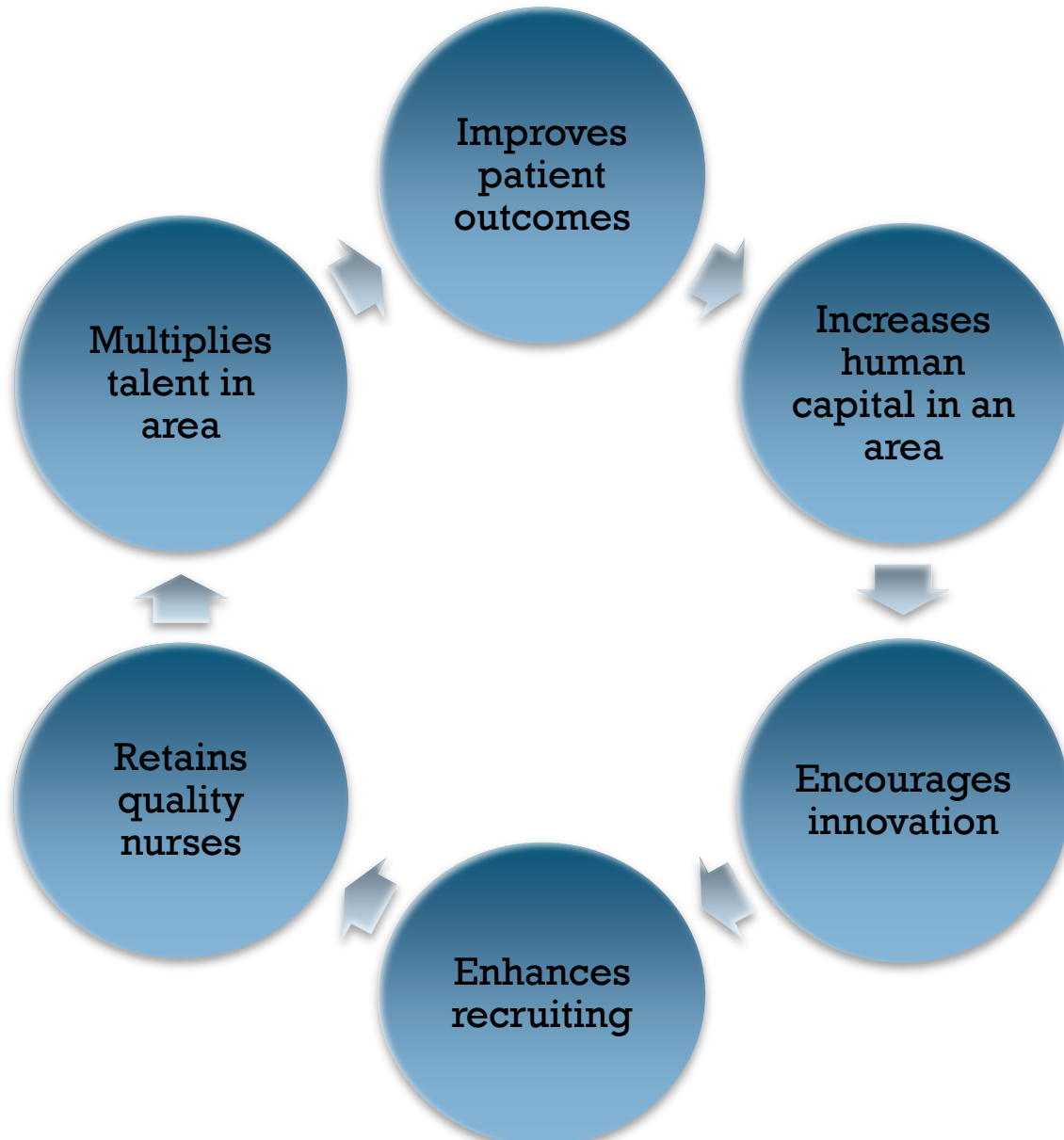


- Geography
- Family
- Work
- Cost
- Insufficient preparation
- Lack of successful role models
- Lack of incentives





A highly educated workforce...



+ 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



Vision Change Progress



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



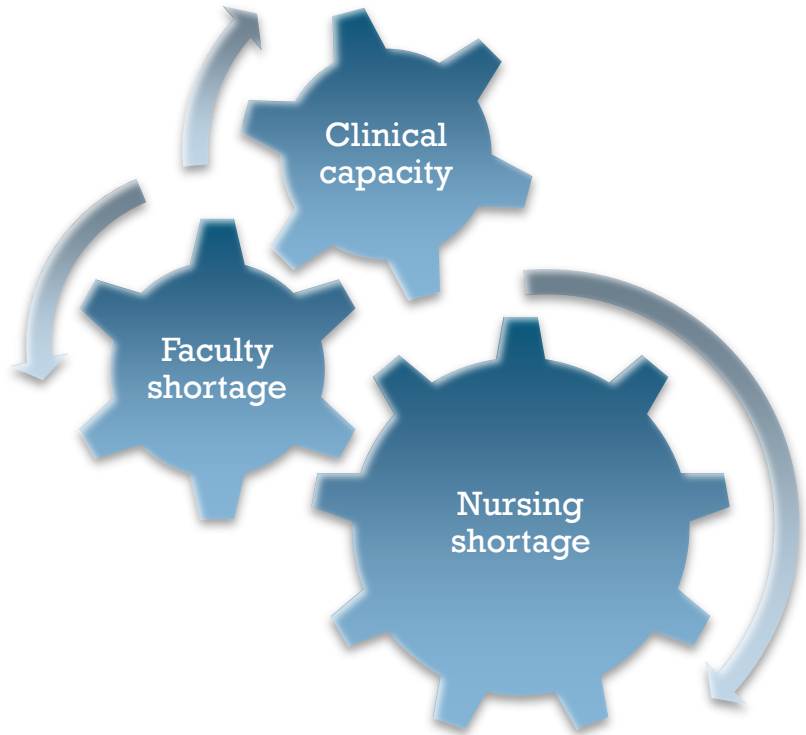
+ Here we grow again...



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

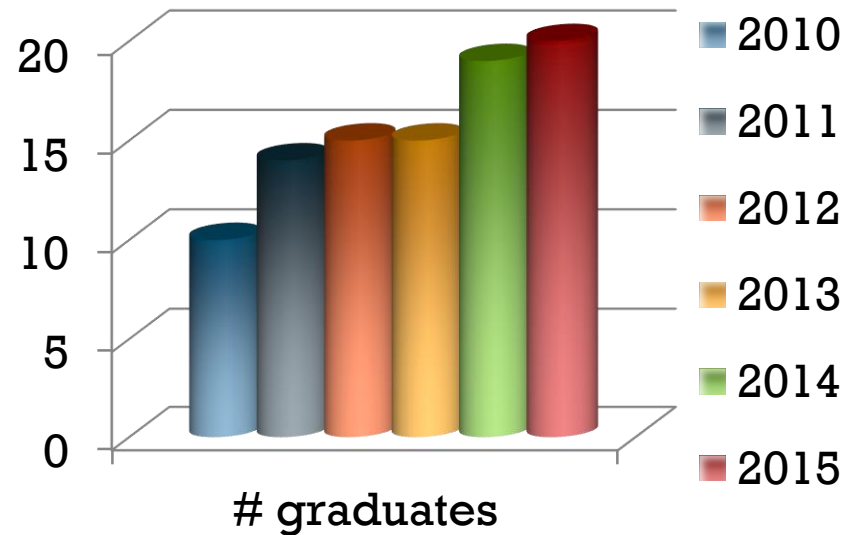
+ A systems expansion

- 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





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