

LEAD: Empowering Clinical Leaders at the Bedside

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Background & Significance

- The Institute of Medicine Report entitled, The Future of Nursing: Leading Change, Advancing Health (2010), identified the importance of nursing leadership in the redesign and delivery of healthcare¹.
- Bedside nurses who are prepared, nurtured, and mentored as clinical leaders have the potential to transform healthcare².
- Developing nurse leaders and providing ongoing programs to refine and support leadership skills is necessary.
- The LEAD (Leadership Education and Development) program
 - Comprised of 6, 4- hour sessions that take place over the course of three months.
 - Focuses on developing communication skills to empower nurses as clinical leaders.
 - 3 cohorts have been completed from April of 2014 through June of 2015
 - 2 parallel cohorts are being conducted during fall of 2015



- LEAD program concepts:
 - Personal awareness
 - Personal leadership skills and abilities
 - Leading change
 - Leading individuals and teams
 - Leading to enhance patient and provider experience
 - Leadership roles in outcomes management
- LEAD program objectives:
 - Orienting nurses to their ability to affect change
 - Implementing leadership skills in daily management activities and patient care activities
 - Describe real and perceived barriers to nurse leadership from bedside to boardroom
 - Capture the nurse's voice regarding leadership at the bedside
- LEAD program outcomes:
 - Leadership Practices Inventory Frequency and Importance (pre, post, 3 months post)
 - Personal Reflections (end of program)
 - Projects initiated

Purposes of the study:

- Determine the impact of the LEAD program on :
 - Participant's self-evaluation of frequency of practice of leadership behaviors
 - Participant's perception of the importance of specific leadership behaviors

Methods

- This research used a quantitative, longitudinal, survey design over two cohorts
- The Cleveland Clinic Institutional Review Board approved this study for nurses at all sites

Setting & Sample

- The Cleveland Clinic is a quaternary care medical center with 9 hospitals and 18 family health centers in Northeast Ohio, and 1 hospital in Weston, Florida
- Registered nurses across the Cleveland Clinic Health System including hospitals and family health centers

Inclusion Criteria:

- Spent at least 70% of their work time directly caring for patients in the bedside nurse role or assistant nurse manager role
- Selected by their chief nursing officers, directors, or nurse managers based on their demonstrated interest and leadership acumen
- Willing to participate
- More than 1 year experience as a bedside nurse or as assistant nurse manager

Outcomes & Measures

- Nurse's perception of the frequency of demonstration of leadership behaviors 30-item valid and reliable tool entitled Leadership Practices Inventory-Frequency (LIP-F)³
 - This tool has both face and construct validity, internal consistency, and reliability
 - Items are scored on a 10-point scale from 1-almost never, to 10-almost always
 - Total score for all items was summed for a possible range of 30-300
 - A higher value represents more frequent use of included leadership practices
- Nurse's perception of importance of leadership behaviors
 - 30-item valid and reliable tool called Leadership Practices Inventory-Importance, adapted from the Leadership Practices Inventory – Frequency
 - This tool has both face and construct validity, internal consistency, and reliability
 - Items are scored on a 4-point scale from 1-not important at all, to 10-very important
 - Total score for all items was summed for a possible range of 30-120
 - A higher value represents a higher perception of importance of included leadership practices
- Demographic survey
 - 10 demographic, nursing experience, and education related questions

Data Collection

- All data was completed using a paper and pencil survey
- Data was matched using a random number assignment
- Nurses completed the LPI, and demographic survey:
 - On the first day of the LEAD program prior to delivery of any content
 - On the last day of the LEAD program following delivery of all content
 - 3 months post last day of the LEAD program

Results

- Statistical Analysis has been completed on the first two cohorts
- Of the 67 individuals who completed all 6 sessions of the LEAD program in cohort 1 and 2, 100% completed the LPI frequency and importance

Findings

- Leadership Practices Inventory- Importance
 - Participants had a significantly increased perception of the importance of leadership practices immediately following the program as compared to before participating in the program. This significant improvement was sustained at 3 months post- end of the program.
- Leadership Practices Inventory- Frequency
 - Participants had a significantly increased perception of the frequency that they demonstrated leadership practices immediately following the program as compared to before participating in the program. This significant improvement was sustained at 3 months post- end of the program.

Outcomes

- Group Projects
 - Virtual journal club on Yammer® platform
 - Night shift education opportunities
 - Team building across the continuum of care
 - “High Five” initiative to improve recognition
 - Cultivating Nursing Connections: Establishing and Nurturing Healthy Collegial Relationships
- Professional Biographies
 - Creation of individual biographies to articulate professional successes
 - Peer reviewed and edited
- Elevator Speeches
 - Development of a concise statement of the nurse's practice and contribution to care delivery



Susan Kolejck
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Executive Summary

Nurse Susan Kolejck graduated from Bowling Green State University with a Bachelor Degree in Business Administration and later earned a Diploma of Nursing from Fairview Hospital School of Nursing. Ms. Kolejck was promoted to Assistant Nurse Manager of the Mother Baby Unit where she began her nursing career almost two decades earlier. Ms. Kolejck is continuing her education at Notre Dame College in a RN-BSN program.

Ms. Kolejck has been a pioneer in changing the culture for Mother Baby Care at Fairview Hospital and the manner in which care is provided to new families. A proponent of Kangaroo Care, Nurse Kolejck advocated for its adoption and was the lead investigator for a transitional research project examining *Changing Nurse Practices to Improve Breastfeeding Outcomes, Community Hospital Nurses' Knowledge of an Evidence-Based Practice Before Practice Changes, and Implementing Best Kangaroo Care: A Translational Research Project*. She has presented her work at Kangaroo Care via poster at the National Meeting of the Association of Women's Health, Obstetrics, and Neonatal Nurses (AWHONN) and The National Neonatal Nursing Conference (NNNC).

Ms. Kolejck is a leader in disseminating the practice of Kangaroo Care nationally and internationally. She is an active board member of the United States Institute of Kangaroo Care™ and has coordinated the international certification conference, held annually at Fairview Hospital, since 2010.

Ms. Kolejck has been recognized for her expertise and commitment to her patients and the practice of nursing with a number of awards. She is the recipient of the Fairview Hospital Nurse of the Year Award and the Caregiver Award and the prestigious Caregiver Excellence Award bestowed by the Cleveland Clinic Healthcare System.

Limitations

- Conducted at a single health care system with specific culture and expectations which may affect attitudes toward leadership development so results may not be generalizable.
- Sample of registered nurses (n =67) is relatively small compared to 10,000 which is the total number of nurses who would be eligible for the program at the Cleveland Clinic.

Conclusions

- The LEAD program significantly improves the frequency of demonstration of leadership practices and perceived importance of leadership practices. This improvement is sustained 3 months following the conclusion of the program.
- The LEAD program can provide structure and mentorship to bedside nurses in leading practice change initiatives.

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Cultivating Nursing Connections: Establishing and Nurturing Healthy Collegial Relationships
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Goal Statement
Foster a climate of collegiality within the nursing staff.

Background/Purpose
Participants in a clinical nursing leadership development course, known as LEAD, identified opportunities to enhance collegiality on nursing units within Cleveland Clinic as worthy of exploration.

Opportunities for Collegiality

- Accurate and respectful bedside report
- Confident requests for help and assistance
- Authentic offers of assistance
- Skilled mentoring of others
- Generous use of empathy
- Generous gratitude and appreciation expressed freely to peers

Review of Literature

- "By its very nature, collaboration requires mutual trust, recognition, and respect among the health care team." (ANA, 2001, pp.10-11)
- "It has long been recognized that increased job satisfaction comes from teamwork where coworkers enjoy and help each other" (Figues and Leung, 2013).
- "To change negative work cultures, nurses should serve as role models both within and outside of the profession to establish a standard for collaboration and communication at work, develop strategies and skills, and share best practices." (Figues and Leung, 2013).
- "Negative peer relationships among nurses have been connected to many negative outcomes in the working environment. (Menard, 2014).

Methods

- A pilot survey was developed to assess nursing staff's perceptions of collegiality.
- A model intervention named REJOICE was created which invited members of the nursing staff to reach out, recognize, and thank colleagues.
- Each month a poster and accompanying activity highlighted a particular theme of collaboration were posted in the break room.

Sample REJOICE Activity
Cultivating Nursing Connections "MARCH"
Leap into Spring
Acknowledge a co-worker who has brightened someone's day!
Write on a flower or succulent and pass for all to see. By the end of the month our unit will have a beautiful and positive piece of art!

Sample REJOICE Activity
Cultivating Nursing Connections "MAY"
In weeks share a story about a honor of nurse's name, mentor or whomever you were inspired to become a nurse.
Please write one word to describe your nursing career.

Sample REJOICE Activity
Cultivating Nursing Connections "JULY"
Share a story about a moment when you were inspired to become a nurse.

Methods

- Key stakeholders in the promotion of collegiality are the nursing staff, the organization, and the patients being cared for in these areas.
- "...high levels of job satisfaction among nurses have been linked to high levels of patient satisfaction." (Trotter, 2014)

Outcomes

- Participation in the REJOICE activities increased amongst the nursing staff as the pilot progressed.
- Interest increased as evidenced by inquiries of future topics from members of the nursing staff.
- Increased expressions of gratitude to the nursing staff who participated in pilot activities were offered by members of the nursing leadership team.

Implications for Nursing

The initial pilot yielded an enthusiastic response from the nursing staff. Activities such as REJOICE have the potential to:

- Promote nursing retention
- Increase employee satisfaction
- Improve staff engagement / teamwork
- Boost patient satisfaction / outcomes

Next Steps...

- Assemble focus groups to solicit ideas for future REJOICE activities.
- Submit pilot to a formalized Institutional Review Board (IRB) approved research study.

References

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