

The Gerontological Nursing Leadership Academy: Impacting the Future of Care Delivery and Policy

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Focus on Future Needs



Global Needs for Improved Care for Older Adults

- World's population of persons age 65 & older grows by 800,000 per month
- Persons 80 and above are fastest growing component of population
- Life expectancy is increasing
 - Japan: 84
 - Singapore: 84
 - Switzerland, Australia, Italy: 82
 - Sweden, Canada, France, Spain, Israel, Bermuda: 81

Purpose

To prepare and position nurses
in leadership roles in various health care settings
to lead interprofessional teams
in the improvement of health care quality
for older adults and their families.

Origins

- Ideas
- Conversations
- Commitment
- Reality



Academy History

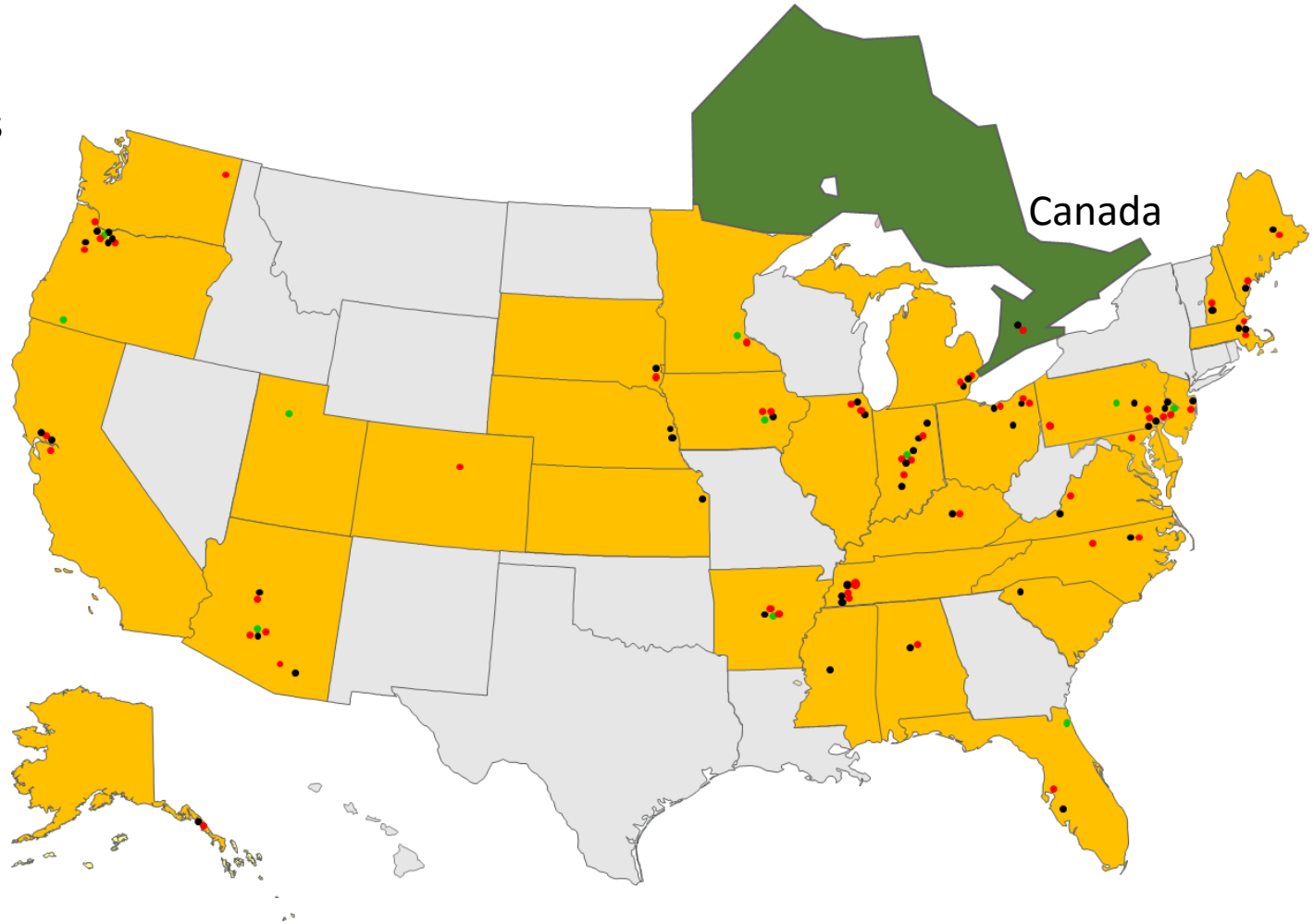
Five cohorts:

- 2007 - 2008 Planning Grant
- 2008 - 2009 US
- 2010 - 2011 US
- 2012 - 2013 US
- 2014 - 2015 US & Canada
- 2016 - 2017 US & Philippines

GNLA Academy Participant Impact Across the World

Philippines

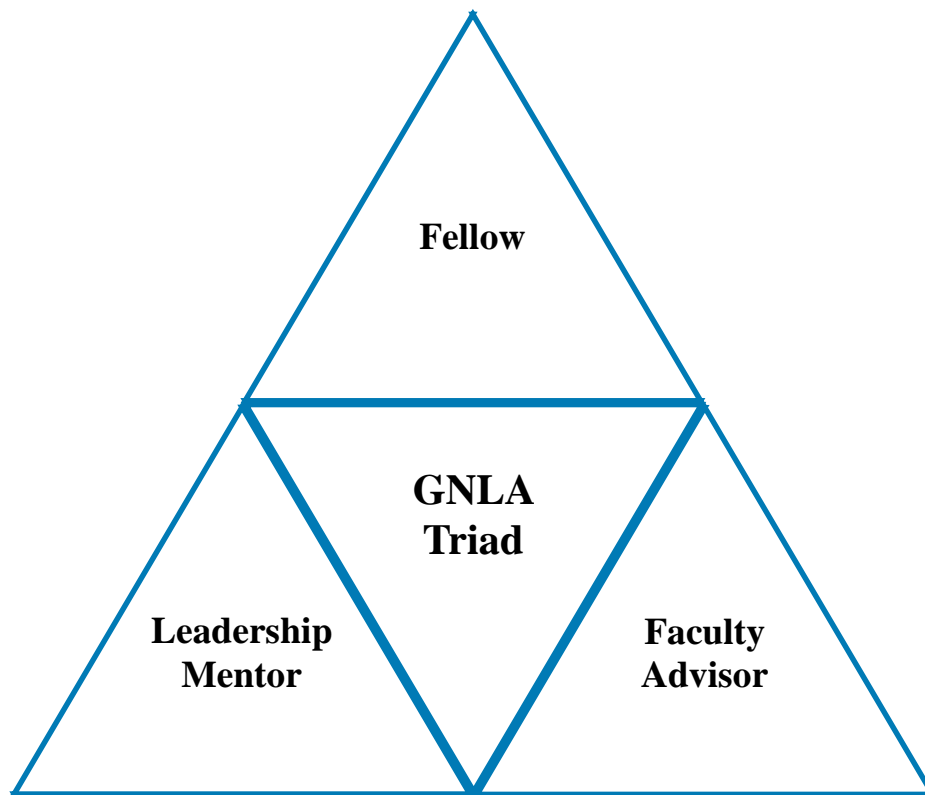
Canada



Leadership Development Model

- Self-awareness and Self-assessment
- Behavioral focus
- Reflective analysis
- Relationship foundation – triads
- Kouzes-Posner “Leadership Challenge”

Leadership Development Model





Gerontological Nursing Leadership Academy

Three Learning Domains

- Individual Leadership Development
- Advancing Nursing Practice through an Interprofessional Team Leadership Project
- Expanding Scope of Influence:
Organization, Community, Profession

Curriculum Overview

- Competitive selection
- 18 month guided leadership journey
- Two three-day immersion workshops
- Fellow & Leadership Mentor relationships
- Individual leadership development plan
- Self development

Curriculum Overview

- Faculty consultation
- Facilitated site visits by the academy faculty
- Monthly faculty led learning activities & discussion groups
- Design & implementation of interprofessional team leadership project

Curriculum Overview

- Journaling
- Evaluation of experience and project
- Dissemination of results
- Professional presentations of project outcomes and experience

Fellowship is Life Changing



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One Fellow's Journey Begins

- Purpose and Passion are not enough
- The art of hearing others (and listening)
- Self-assessment is starting point
- Commitment to self-development
- Filling up the courage meter

Leadership Development

- Leader competencies
- Kouzes & Posner five practices of exemplary leadership
- Inter-professional “Always/Never Care Model”
- Value of mentorship



Expanding Influence in Leadership: Organization

- Family & Gerontological Nurse Practitioner
- Director, The Center for Healthy Aging 2008
- Director of Clinical Operations 2009
- System Director, Post-Acute Senior Services & Quality 2011
- System Vice President, Patient Engagement & Chief Patient Experience Officer 2014



Expanding Influence in Leadership: National & International



Sustainability & Ongoing Impact

- Executive leadership resilience focus
- Clarity of values
- Celebrating success
- Mentorship matters
- Mindfulness

Changing the World One Leader at a Time



What Matters Most



GNLA Intent

Need for Global Policy Influence

Progress in Caring for Older Adults through
Policy Change

The outcomes and impact of leading health system change, policy development, and practice advancements in caring for older adults will be described by Faculty Advisors and Fellows.



Amy Berman, BSN, LHD

INFLUENCE THROUGH POLICY

Influence through Policy

- **Expanding scope of influence:**
 - Organization
 - Community
 - Profession

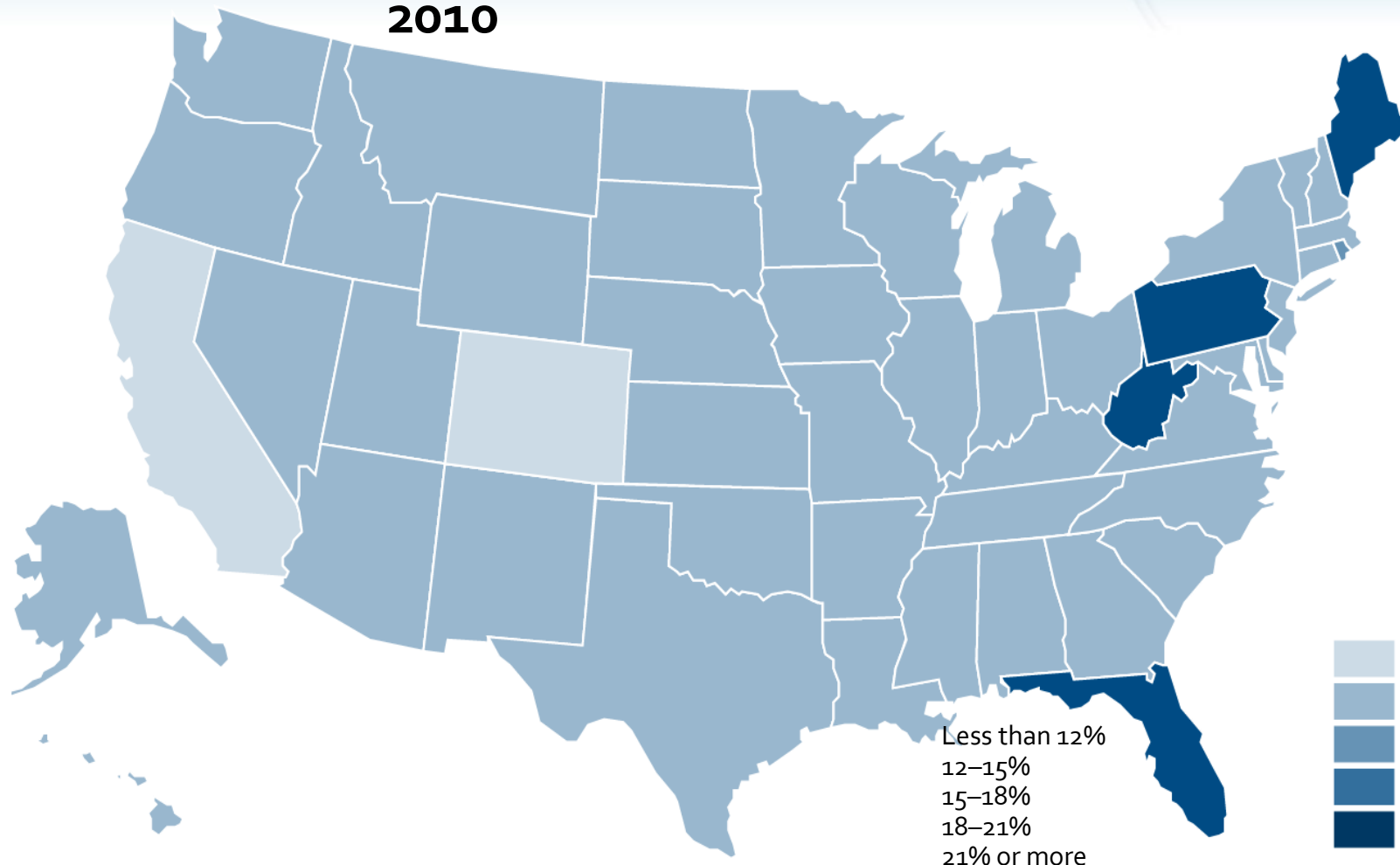
- **Why affect Policy?**
 - Nurses' unique perspective on care
 - Largest segment of health professional workforce
 - There can be no sustained change without policy change

The New Demographic



U.S. Projections, 65+ 2010

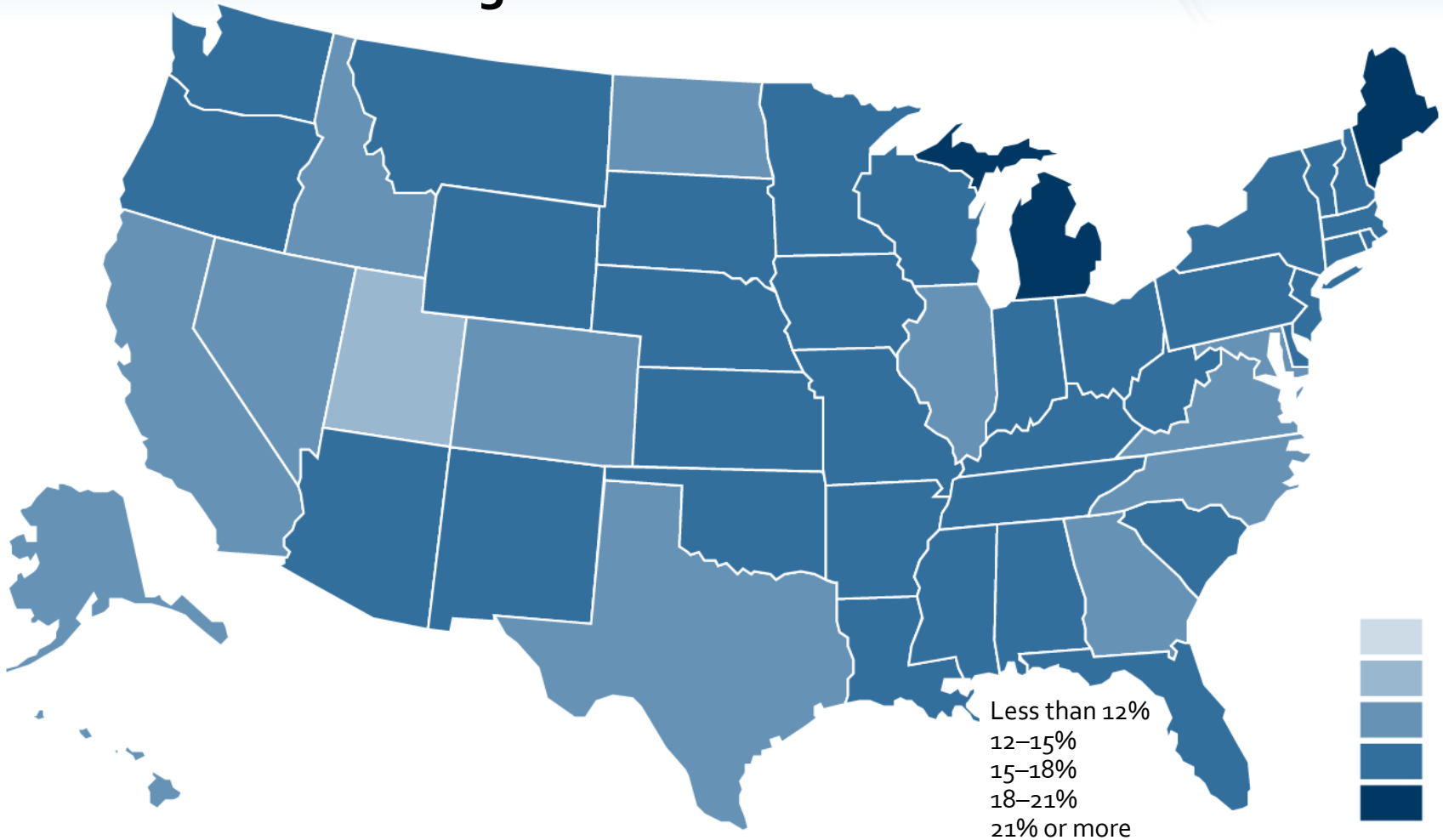
Aging & Health



Source: 2000 U.S. Census

U.S. Projections, 65+ 2030

Aging & Health



Source: 2000 U.S. Census

Happy Birthday

Two biggest demographic shifts:

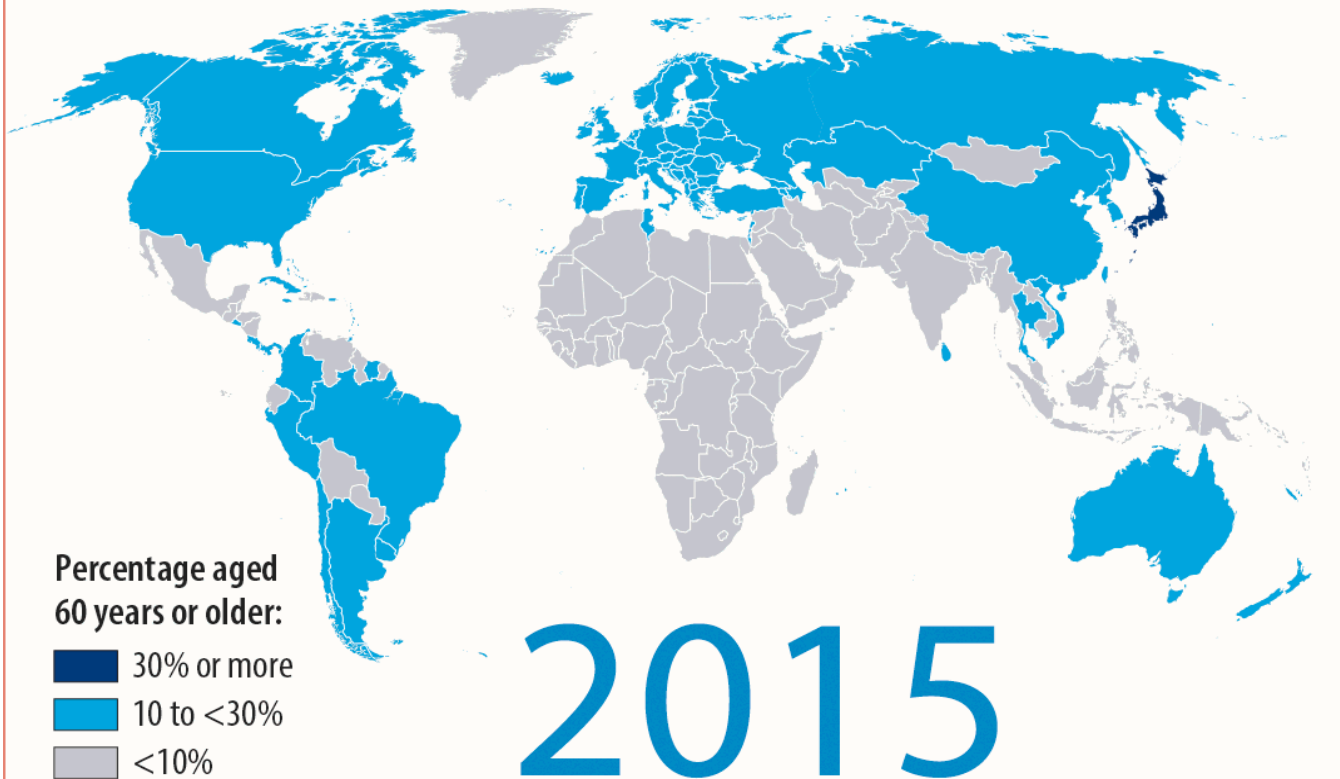
- Aging
- Aging of the Aging

10,000 turn 65 each day

Pew Charitable Trust; NCHCS FastFacts



Populations are getting older



Policy: “Big P” versus “Little p”

- “Big P” Policy
 - Legislation
 - Policy may affect access to care, cost, quality, training, research, scope of practice
- Examples
 - Authored Letter to President Barack Obama
 - Geriatric issues raised to state and federal policymakers
 - Assumed leadership positions in national Nursing Organizations (NGNA, NICHE, Hartford ChangeAGENTS)

Policy: “Big P” versus “Little p” (cont.)

- “Little p” Policy
 - Changes in institution’s policies and procedures
 - Influence organization’s priorities
 - Improve quality and access to care and services within the organization
- Examples
 - Aways/Never Events
 - Gerontological Nursing Certification
 - Nurses Improving Care of Healthsystem Elders

Need to Globally Expand Influence of Nursing



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Global Aging Issues

- Care at the end of life
- Caregiver/Carer support
- Access to Geriatric-expert workforce
- Access to Palliative Care/Pain Medication
- Retirement and Disability Income
- Property Ownership
 - Health correlates to poverty
 - Women often outlive spouses
 - In many countries wife loses property when spouse dies

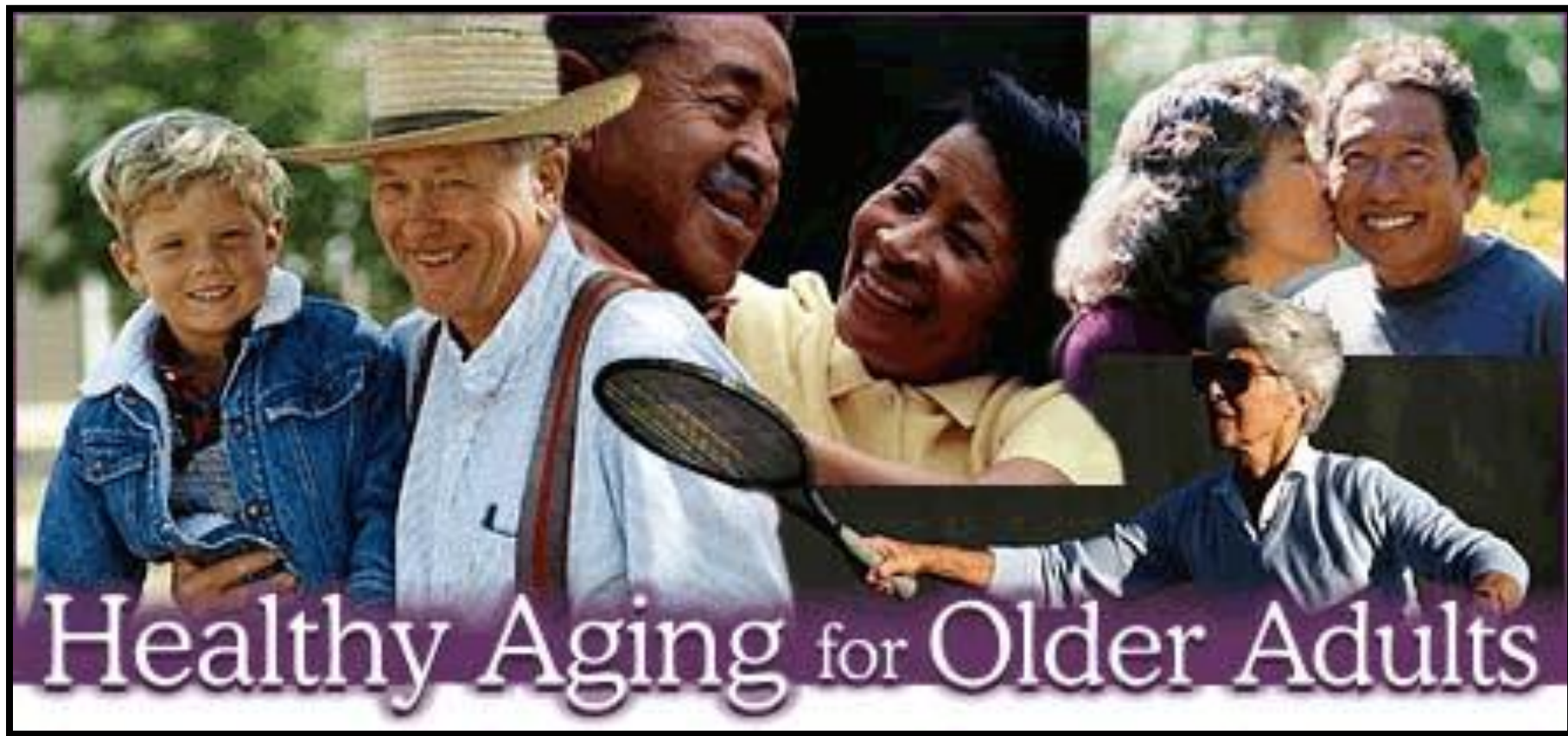
You Can Improve Care of Older Adults



Extending Geriatric Nurse Leadership into Global Arenas

Claudia J. Beverly, PhD, RN, FAAN

Our Goal



Key to Effective Leadership

Leadership and Engagement in International Health Care Delivery System and Policy Arena



Extending Leadership into Global Arenas

Geriatric Nursing Leadership is critical throughout the world and in every country

- Legislative/Government Process different in each country: Know process and adapt
- Generate excitement and the need to know
- Know the Health Care Delivery System: Think broadly about the nurses role

Value of Behavioral Leadership Development

Personal Leadership Development

- Know thyself
- Leaders are born or are they made
- Self assessment
- Competencies
 - Social and emotional
 - Theoretical basis for leadership

Develop Cadre of Nursing Leaders Globally



Impact of Nursing Leaders on Health Systems

- Health Care is global
- Major Population needs
 - World is Aging
 - Mothers and Babies
 - Eradicate diseases--Zika
 - Provide intervention
- Systems of Care

Examine leadership roles critical to lead interprofessional teams that provide quality of care for older adults and their families across health care settings.



The Role of Gerontological Nurses in Shifting the Focus

- Two real stakeholders in older adult health: the **Older Adult** and their **caregiver/s**.
- Gerontological Nurse Leaders must move health care forward in the areas of:
 - Culture of Health
 - Prevention/Chronic Care Management
 - Culinary Culture
 - Physical Education and Activity
 - Primary care

Leaders

- Set aside individual concerns
- Pursue goals that are important for the welfare of society/group-the country, the region the world



Source: Hogan, R., et al, (1994). What We know about Leadership: Effectiveness and Personality. *American Psychologist*, June: 1-33

Innovation



Where Do We Go From Here





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**For more information or questions, contact:
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