Nurses as Leaders: Connecting through Board Service

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Conflict of Interest: None

Employee: Texas Hospital Association

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Objectives

1. Define the needed competences and preparation tactics for board service by nurses.

2. Identify the resources available for enhancing skills, knowledge and competences for board service.

3. Identify strategies to become a board member.
Significance for Nursing

- **Nursing Profession challenged to:**
  - Achieve leadership roles including board service *(IOM, 2011)*
    - Healthcare
    - Community organizations
    - Business
    - Local, state, federal policy teams
  - Have the skills, knowledge and competencies to be an effective board member *(IOM, 2011)*
Significance for Nursing

- Seeks leadership positions in practice, organizations, policy, and politics (Porter-O’Grady, 2011).
- Assumes responsibility for education and skill sets (IOM, 2011).
- **Supports Nurses on Boards Coalition’s goal of having 10,000 nurses on boards by 2020** (FNCA, 2014).
- Contributes to the knowledge and understanding of needs of nurses for board service.
Problem Statement

- No study identified the needed skills, knowledge, and competencies of nurses for board service (Cantu, 2014)

- Key attributes in literature based upon experiences and opinions of authors and subject matter experts
Literature Synthesis

• Common themes of key attributes
  – collaboration, finance, strategy, planning, visionary skills, communication (ANF, 2015; CHCG, 2009; Peregrine et al., 2012; Westphal & McNeil, 2014).

• Competencies from AACN on Governance Leadership
Study of Texas Nurses

- Quantitative descriptive pilot study
- Survey tool incorporated from ANF Survey, AACN Governance competencies, national Nurses on Boards Coalition Workgroup #5
  (ANF, 2015; AACN, 2006; NOBC, 2015)
- Exclusion criteria
  - RNs licensed outside of Texas
  - Board service external to nursing
- National comparisons possible due to common language in survey
Study Results

Total # of participants = 191
RNs in Texas = 187

Serving or have served on a board external to our outside profession = 125

58 of the 187 did not qualify (31%)
<table>
<thead>
<tr>
<th>Wished Prior to Board Service</th>
<th>Finance</th>
<th>Strategic Planning</th>
<th>Audit</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>53.6% (67)</td>
<td>47.2% (59)</td>
<td>41.6% (52)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Importance</th>
<th>Communication</th>
<th>Strategic Planning</th>
<th>QI</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>70.47% (88)</td>
<td>66.4% (83)</td>
<td>38.4% (48)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Active Use</th>
<th>Communication</th>
<th>Strategic Planning</th>
<th>Content Expertise</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>89.5% (112)</td>
<td>80.8% (101)</td>
<td>73.5% (92)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Communication</th>
<th>Strategic Planning</th>
<th>Content Expertise</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>86.4% (108)</td>
<td>56.0% (70)</td>
<td>39.2% (49)</td>
</tr>
</tbody>
</table>
### Skills Highest Ranked to All Wished for Prior to Board Service

<table>
<thead>
<tr>
<th>Skill</th>
<th>Mean Rank – Yes (N)</th>
<th>Mean Rank – No (N)</th>
<th>U</th>
<th>Asymptomatic Sig. (2-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality Improvement</td>
<td>102.99 (34)</td>
<td>48.06 (91)</td>
<td>2,906.5</td>
<td>.000</td>
</tr>
<tr>
<td>Human Resources</td>
<td>101.87 (27)</td>
<td>52.29 (98)</td>
<td>2,372.0</td>
<td>.000</td>
</tr>
<tr>
<td>Management</td>
<td>101.36 (33)</td>
<td>49.24 (92)</td>
<td>2,784.0</td>
<td>.000</td>
</tr>
<tr>
<td>Communication</td>
<td>96.29 (35)</td>
<td>50.06 (90)</td>
<td>2,740.0</td>
<td>.000</td>
</tr>
<tr>
<td>Competencies</td>
<td>Not Developed Prior to Board Service</td>
<td>Importance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------------------------------</td>
<td>--------------------------------------</td>
<td>------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Self-leadership</td>
<td>72.6% (91)</td>
<td>44% (55)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Delivering Effective Message</td>
<td>62.4% (78)</td>
<td>60.8% (76)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consensus Building</td>
<td>61.6% (77)</td>
<td>52.8% (66)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Visioning</td>
<td>56.0% (70)</td>
<td>55.2% (69)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Global Thinking</td>
<td>55.2% (69)</td>
<td>39.2% (49)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The Acquired and Preferred Methods for Learning

Preferred Methods of Learning

- Mentoring: 60 (48.0%)
- Networking: 58 (46.4%)
- Coaching: 43 (34.4%)
- Conferences: 39 (31.2%)
- Continuing Education: 35 (28.0%)
- Readings: 20 (16.0%)
- Webinars: 20 (16.0%)
- Blogs: 3 (2.4%)
What avenues exist for nurses to gain the required skills and attributes?

(Cantu, 2014).
Nursing Resources

• Sigma Theta Tau International
  Annual Board leadership Institute (Sigma Theta Tau Institute, 2016).

• Nurses on Boards Coalition (Harper, 2016).
  www.nursesonboardscoalition.org

• State Organizations of Nurse Executives
  Texas, Virginia (Brown, 2015; Hassmiller & Quinn, 2015).

• BoardSource Governance Series Kit (www.boardsource.org)
Other Resources

- Mentor
- Trustee Magazine
  (www.trusteemag.com)
- Board Leadership Magazine
  (www.onlinelibrary.wiley.com)
- Center for Health Care Governance
  (www.americangovernance.com)
- The Governance Institute
  (www.governance.institute.com)
Strategies to Become a Board Member

• Create a personal strategic plan
• Look **locally**!
• Build Network
  – **Volunteer** (Hill, 2008).
  – Serve on councils, committees, advisory boards
  – Communicate your desire
• Identify boards to serve
  – Schedule time with CEO
  – Schedule time with Chair of Board
• Find a Mentor (Curran & Totten, 2011).
Look Locally!

- Literature supporting healthcare systems and hospitals
- Healthcare reform and population health strategies focusing on community health
- Think about other organizations
  - Churches
  - Health organizations
  - Public health department
  - Housing authority
  - Serve West Dallas
  - Chamber of Commerce
  - School Boards
  - Governmental Boards
What Better Way to…

• Achieve greater leadership
• Gain new knowledge
• Get to know your own worth
• Impact health care delivery
• Obtain new skills
• Meet new people
• Expand your network
• Be inspired

(Cantu, 2014).
Thank you for your interest in Board Service!
QUESTIONS?

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References


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Porter-O’Grady, T. (2011). Leadership at all levels. *Nursing Management, 42*(5), 32-37. [http://dx.doi.org/10.1097/01.NUMA.0000396347.49552.86](http://dx.doi.org/10.1097/01.NUMA.0000396347.49552.86)
