Purpose

Describe how the University of Pittsburgh School of Nursing and UPMC created a successful learning partnership to enhance the leadership knowledge and skill of UPMC’s nurse leaders

Learning Objectives

- Describe how to create a learning partnership between a university & large urban medical center that benefits both entities
- Identify a process to utilize when gathering data related to the learning needs of nurse leaders in a large urban medical center
- Design continuing nursing education activities to meet the learning needs of nurse leaders
Quick Pool – 3 Questions

1. How many of you have some type of leadership responsibilities attached to your current position?

2. How many of you (at times) feel ill-prepared to handle leadership situations that present in your work setting?

3. How many of you are aspiring to take on more leadership responsibilities but don’t feel ready for the challenge?

You are not alone!

- Findings of a survey of prominent nurse leaders who were asked: What are the key challenges facing nurse leaders in the US?
  - The need to redesign patient care delivery
  - The need to create stronger relationships between the academic & practice settings
  - The critical need for nursing leadership development & succession planning


Perfect Timing

- The mandate from the 2011 report from the IOM & RWJ Foundation: “The Future of Nursing: Leading Change, Advancing Health” for nurses to take an active leadership role
  - Focus of my DNP Capstone project
  - CNE Director
  - Collaboration with the School & UPMC to provide CNE activities focusing on leadership development
IOM Report – 4 key messages

1. Nurses should practice to the full extent of their education & training
2. Nurses should achieve higher levels of education & training through an improved education system that promotes seamless academic progression
3. Nurse should be full partners, with physicians & other health care professionals, in redesigning health care systems in the U.S.
4. Effective work force planning & policy making require better data collection & improved information infrastructure

Future of Nursing™ Campaign for Action

Pillars
- Advancing Education Transformation
- Removing Barriers to Practice & Care
- Nursing Leadership

Key areas transverse through pillars
- Interprofessional Collaboration
- Data

Diversity is a thread woven through all areas

Campaign for Action

Has created
- State Action Coalitions
  - Selected top priorities from IOM recommendations
- Regional Coalitions within each state
  - Taking action on the identified priorities / recommendations
Quick Pool – 2 Questions

1. How many of you know which IOM Recommendations were selected as top priorities for your state?

2. How many of you are actively participating in your State and/or Regional Coalitions?

Nursing Leadership

Nursing leaders need to be able to:

• Synchronize what nurses do with the public need
• Redirect the focus from acute care to prevention & primary care
• Navigate the shifting reimbursement models
• Support & promote scope of practice expectations
• Work with funding limitations under health reform
• Implement transitional care models

Institute of Medicine, 2011

“To be successful in today’s complex health care environment, nursing leaders need new or retooled competencies, skills, and behaviors that they may not have mastered in previous educational or experiential endeavors.”
Literature Review

- PubMed, Ovid, & CINAHL
- Key words: leadership, management, role competencies, nurse executives, operational behavior & executive behavior
- 33 articles reviewed
- Strongly support the urgency to identify the learning needs of aspiring nurse leaders & the need to create additional methods for the learning needs to be addressed.

Growing shortage of prepared chief nursing officers (CNOs)

- Approximately 5,000 CNOs in the U.S. responsible for 2.9 million nurses*
- Multi-phased study conducted by the American Organization of Nurse Executives (AONE) to assess CNO turnover & retention in the U.S.**
- Results from respondents:
  - Average age 52
  - 62% anticipated making a job change in < 5 years
  - > 27% reported they would leave for retirement

*Adams, 2011  
**Sullivan-Havens, Thompson & Jones, 2008

About Pitt

University of Pittsburgh
- Founded in 1787
- 16 undergraduate, graduate & professional schools
- > 35,000 students

University of Pittsburgh School of Nursing
- One of the 6 Health Science Schools
- Established in 1939 with > 13,000 graduates
- Awards Baccalaureate, Master’s, PhD & DNP degrees
- Ranked 7th in the 2011 edition of U.S. News & World Report’s “America’s Best Graduate Schools”
- 3rd in National Institutes of Health research dollars
Collaborating Partner

UPMC

- An integrated global health enterprise headquartered in Pittsburgh, PA
- Committed to developing & delivering Life Changing Medicine
- Operates more than 20 academic, community & specialty hospitals
- > 11,000 nurses
- A leading health system in the U.S.

Areas of Collaboration

Responsibilities

- SON – Develop, plan and provide CNE activities
- UPMC – Provide financial support for development activities & support discount for UPMC nurses to participate

Areas of Concentration

- Certification preparation
- Education
- Leadership

Survey UPMC Nurse Leaders

- Developed using the AONE’s Nurse Executive Competencies
  - Communications & Relationship Building
  - Knowledge of the Health Care Environment
  - Leadership
  - Professionalism
  - Business Skills
Results (N=28 Unit Directors - CNOs)

- 79% wanted live / WebEx presentations
- 89% wanted during the workday presentations
- 75% would participate in a Journal Club during the workday
- 62% would dedicate 60 minutes for an activity
- 69% wanted monthly presentations

Top Topics

- Communication & Relationship Building
  - 86% Effective Communication
- Knowledge of the Health Care Environment
  - 54% Knowledge of & Dedication to Patient Safety
- Leadership Skills
  - 79% Change Management
- Professionalism
  - 71% Personal & Professional Accountability
- Business Skills & Principles
  - 82% Strategic Management

Planning & Development

The Challenge of Change

- 4 Sessions; Monthly; 90 Minutes
- 4 – 5:30 p.m. @ School of Nursing
- Offered Live & via WebEx
- 1.5 contact hours per session
- $30 per session; multi-session discount
- UPMC discount (4 sessions, 6 contact hours, $50)
The Program

<table>
<thead>
<tr>
<th>Title</th>
<th>Presenter</th>
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<tbody>
<tr>
<td>Changes, Challenges &amp; Choices: The New World for Nursing Leaders</td>
<td>Gail A. Wolf, PhD, RN, FAAN Professor</td>
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<tr>
<td>Changing Yourself to Engage Others</td>
<td>Debra J. Thompson, PhD, RN Assistant Professor</td>
</tr>
<tr>
<td>Applying Advocacy &amp; Inquiry – Is It Safe To Climb the Ladder?</td>
<td>Linda A. Dudjak, PhD, RN Associate Professor</td>
</tr>
<tr>
<td>Conversations on Change with Marjorie S. Wiggins, DNP, MBA, RN, NEA BC</td>
<td>Rosemary L. Hoffmann, PhD, RN Associate Professor</td>
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Budget for Challenge of Change

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<thead>
<tr>
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<th>Amount</th>
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<tr>
<td>Registration fees</td>
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<td>Guest Speaker Endowment</td>
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<td>TOTAL INCOME</td>
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<td>Speaker gifts</td>
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<td>Speaker honorarium &amp; travel</td>
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<tr>
<td>CNE Department Expenses</td>
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<td>TOTAL EXPENSES</td>
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<td>NET TOTAL</td>
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Results

- Total attendance: 140
- Average attendance per session: 35
- Evaluations
  - 99% of participants indicated that the presentations met to highly met the learning objectives
  - 92% of participants indicated that presenters met to highly met their expectations
Comments – opened the flood gates

• Need more on complexity science & systems thinking
• Need more application activities
• Need facilitation skills
• How to achieve engagement
• An action plan for negative behavior, especially horizontal violence
• Mindful engagement
• How to impact leadership culture for change

Comments - continued

• Action plan development for disgruntled workers
• Conducting difficult conversations
• Evidence based practice research - implemented
• Shared Governance
• Wonderful
• Thought provoking
• Thank you
• Need more
• Excellent presentations

Moving Forward

• Additional Programs To Be Developed
• Next topics under consideration:
  – Effective communications
  – Knowledge of & Dedication to Patient Safety
  – Personal & Professional Accountability
  – Strategic Management
Summary

- We have created an effective partnership between the University of Pittsburgh and UPMC
- The learning needs of our local nurse leaders mirror the needs identified nationally
- There is a great need locally to enhance nursing leadership development
- Questions?
- THANK YOU!

References

References - continued


References - continued