Developing the Leaders of Tomorrow

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Agenda

- What is all the fuss about?
- Leadership skills for 2020 and beyond
- Building & sustaining healthy work environments
- What does it take to be a “leader of leader’s”?
- “Success”ion planning
- Nurses role in framing the future
In 1999, the Institute of Medicine (IOM) in Washington, DC, USA, released *To Err Is Human: Building a Safer Health System*, an alarming report that brought tremendous public attention to the crisis of patient safety in the United States.

In 2001, IOM followed up with *Crossing the Quality Chasm: A New Health System for the 21st Century*, a more detailed examination of the immense divide between what we know to be good health care and the health care that people actually receive.

http://www.hpsj.com/quality/
2007 IHI: The Triple Aim

- Better health for the population
- Improved care for individuals
  - Outcomes
  - Reliability
  - Experience
- Lower cost of care through redesign

2007 Institute for Healthcare (IHI)
“This report is really about the future of health care in our country. It points out that nurses are going to have a critical role in that future especially in producing safe, quality care and coverage for all patients in our health care system.”

Donna E. Shalala, Ph.D., chair of the Committee on the Robert Wood Johnson Foundation Initiative on the Future of Nursing, at the Institute of Medicine (IOM)

As a result of its deliberations, the committee formulated four key messages that structure the discussion and recommendations presented in this report:

• Nurses should practice to the full extent of their education and training.
• Nurses should achieve higher levels of education and training through an improved education system that promotes seamless academic progression.
• Nurses should be full partners, with physicians and other health professionals, in redesigning health care in the United States.
• Effective workforce planning and policy making require better data collection and an improved information infrastructure.
1. Remove scope-of-practice barriers.
2. Expand opportunities for nurses to lead and diffuse collaborative improvement efforts.
3. Implement nurse residency programs.
4. Increase the proportion of nurses with a baccalaureate degree to 80 percent by 2020.
5. Double the number of nurses with a doctorate by 2020.
6. Ensure that nurses engage in lifelong learning.
7. Prepare and enable nurses to lead change to advance health.
8. Build an infrastructure for the collection and analysis of interprofessional health care workforce data.
Goals

• Universal access to basic coverage
• Control costs
• Improve value
• Promote health and wellness

http://www.hhs.gov/healthcare/facts/timeline/index.html
2014 AHA: Closing the Gap

First Curve to Second Curve Markets

Volume-Based First Curve
- Fee-for-service reimbursement
- High quality not rewarded
- No shared financial risk
- Acute inpatient hospital focus
- IT investment incentives not seen by hospital
- Stand-alone care systems can thrive
- Regulatory actions impede hospital-physician collaboration

Value-Based Second Curve
- Payment rewards population value: quality and efficiency
- Quality impacts reimbursement
- Partnerships with shared risk
- Increased patient severity
- IT utilization essential for population health management
- Scale increases in importance
- Realigned incentives, encouraged coordination

http://www.aha.org/content/14/your_hospitals_path_second_curve.pdf
Nursing “IS” at the Center of the Transformation

- Patient-centered care
- Integrating patient care across settings
- Chronic disease management
- Strengthening interdisciplinary collaboration
- Optimizing IT across settings

NURSES SHOULD BE PREPARED TO LEAD CHANGE TO ADVANCE HEALTH.

FOR MORE INFORMATION, VISIT WWW.IOM.EDU/NURSING

http://www.iom.edu/
Leadership Skills For 2020 And Beyond

- Technology
- Evidence-Based Decisions
- Future of Health Care Leadership for Nursing
- Vision
- Authentic Leadership
- Political Savvy
- Collaboration & Teambuilding
- Cultural Transformation

Leadership Skills For Building And Sustaining Healthy Work Environments

Optimal Patient Outcomes

Clinical Excellence

Healthy Work Environment

Authentic Leadership

Skilled Communication

Meaningful Recognition

True Collaboration

Effective Decision Making

Appropriate Staffing

The Science: Managing the Business
- Financial Management
- Human Resource Management
- Performance Improvement
- Foundational Thinking Skills
- Technology
- Strategic Management
- Clinical Practice Knowledge

The Leader Within: Creating the Leader in Yourself
- Personal & Professional Accountability
- Career Planning
- Personal Journey Disciplines
- Optimizing the Leader Within

The Art: Leading the People
- Human Resource Leadership Skills
- Relationship Management & Influencing Behaviors
- Diversity
- Shared Decision Making

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http://ajcc.aacnjjournals.org/content/14/3/187.full.pdf+html
Role of Middle Management: Being a Leader of Leaders

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Do the RIGHT things
Asks What & Why?

Do Things RIGHT
Asks How and When?
Mentorship

mentor |ˈmɛntər|

Noun
· an experienced and trusted adviser
· an experienced person in a company, college, or school who trains and counsels new employees or students
“Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.”

- Jack Welch
“The true leader effectively grooms, grows and nurtures the next succession of leaders who can quietly take the helm when the leader leaves without a ripple of concern. Of course, we miss great leaders when they leave, but they are often characterized as those who develop and empower others to

– think critically,
– act collaboratively and
– perform competently.”

Stichler, J. DNSc, RN, FACHE, FAAN.. Succession Planning: Why Grooming their replacements is critical for Nurse Leaders. 2008. AWHONN.
Is the next generation of nursing leaders already working for you?

Current leaders should provide opportunities for clinical nurses to develop & demonstrate leadership skills.

Unit and department councils, research forums, task forces and committee work provide experience for clinical nurses in leading others.

Promoting from within allows departments to retain individuals who have already embraced the culture, values the organization and provides an example of future possibilities for other aspiring leaders.

Stichler, J. DNSc, RN, FACHE, FAAN.. Succession Planning: Why grooming their replacements is critical for nurse leaders. 2008. AWHONN.
9 Box Grid: Leadership Evaluation Tool

9-Box Grid for Company ABC

**Performance (based on current job):**
- The extent to which the individual:
  - a) Delivers business/functional results
  - b) Demonstrates core competencies
  - c) Acts in the spirit of the company's values

**Potential:**
- The ability to assume increasingly broad or complex accountabilities as business needs change during the next 12-18 months.

**Does Not Meet Expectations**
- May be an individual who has recently been promoted and hasn’t had the opportunity to demonstrate higher performance. Focus on coaching and a solid development plan. If an individual has been in the role for some time, there may be a serious issue (discipline).
  - Develop

**Meets Expectations**
- A valuable asset for the future. There is still room for maximizing performance in current role; potential may not be fully realized yet. Focus on increasing performance contribution to high, after which greater challenge and/or broader scope are likely.
  - Stretch/Develop

**Exceeds Expectations**
- Has mastered current role and is ready (and anticipating) a new challenge. Next steps are to provide greater scale and/or scope or a new assignment which will stretch them in a significant way or will provide new or missing skills. Retention is critical. These are future leaders of the company.
  - Stretch

**Potential:**
- Shows some potential but performance is considered low. Focus on reasons for low performance and actions to improve it. If there isn’t an improvement, potential should be reassessed and a performance improvement plan put in place.
  - Observe

**Performance:**
- Consistent contributor, but shows limited potential. Focus should be on maintaining performance while assessing future potential and/or a more suitable role. May need a plan for a successor. In some cases, if performance declines or is blocked, retention may be reviewed.
  - Observe/Exit

**Potential:**
- Not meeting performance expectations and demonstrates limited potential. Focus should be on performance improvement or finding a more suitable role (internal or external).
  - Observe/Exit

**Performance:**
- A strong performer but unlikely to move to a higher level role. Engagement will be important for continued motivation and retention. May be of real value for developing others. Professional, business, or content experts may fall into this box.
  - Observe/Exit

“Success”ion Planning

• Starts with our vision for the future
  • What competencies do we need to get there?
  • Promotion from within or recruiting from outside?
  • Developing leadership competencies
  • Formalizing the process
Wrap Up

• Nurses role in framing the future
  – Advance the importance of education
  – Proactively design & prepare to take on new roles
  – Embrace technology
  – Be a communicator, collaborator & team player
  – Leverage our individual & collective talents
  – Lead the transformation
  – Create a VOICE for nursing
  – Plan for your replacement(s)