

The Birth of a Healthcare Leadership Academy: *Lessons Learned From The Ohio State University*

Scott Graham, PhD, and Bernadette Mazurek Melnyk, PhD, RN, CPNP/PMHNP, FNAP, FAAN



The purpose of this article is to share the lessons learned from The Ohio State University's (OSU's) College of Nursing's (CON's) efforts to design and grow a leadership academy with a strategic vision of enhancing the leadership skills of nurses and other healthcare professionals, so that oth-

ers can use these lessons to inform the successful development of similar initiatives. The ultimate goal of a leadership institute/initiative is to strengthen leadership confidence and competence for the ultimate purpose of improving healthcare quality and patient outcomes, as well as of reducing costs.

This article describes how the concept of a leadership academy for peak performance (LAPP) was initiated based on leadership demands and needs in our healthcare system; it includes the design of a relevant and useful implementation plan and how we equipped and positioned ourselves to enhance, support, and sustain the development of innovative and transformational leaders at the advanced and developing levels. Plans also are underway to expand LAPP's global access.

STATEMENT OF THE PROBLEM

As stated by the Institute of Medicine, "Nurses should be full partners, with physicians and other health professionals, in redesigning health care in the United States. Strong leadership is critical if the vision of a transformed healthcare system is to be realized. Yet not all nurses begin their career with thoughts of becoming a leader. The nursing profession must produce leaders throughout the healthcare system, from the bedside to the boardroom, who can serve as full partners with other health professionals and be accountable for their own contributions to delivering high-quality care while working collaboratively with leaders from other health professions."¹

In addition to changes in nursing practice and education, strong leadership will be required to realize the vision of a transformed healthcare system. Although not all nurses begin their career with thoughts of becoming a leader, all nurses must be leaders and advocates in the design, implementation, and evaluation of the reformed healthcare system. Nurses need leadership skills and competencies to act as full partners with physicians and other members of the healthcare team in reforming and redesigning the healthcare system. Nursing research and practice must develop, implement, and sustain evidence-based improvements to healthcare and health systems. Nursing leaders must be adept at translating research evidence into the practice and policy arenas.

Being a full partner in the future of healthcare transcends all levels of the nursing profession and requires leadership skills and competencies that must be applied both within the profession and in collaboration with other healthcare colleagues. In healthcare environments, being a full partner involves devising and implementing plans for improvement, tracking, and sustaining improvements over time, and demonstrating measurable returns on resource investments. It also means taking responsibility for identifying problems and areas of waste.

BACKGROUND

There is a tremendous need to grow nursing and other healthcare leaders who have the knowledge, skills, and dedication to improve the quality of healthcare through innovation, enhance patient outcomes, and develop other leaders who are competent and nimble to address the most pressing issues of healthcare and health today. Future leaders must be vision oriented, innovative, and passionate to pursue and accomplish their missions in today's dynamic healthcare environment. In addition, they must be equipped to create environments that support and sustain evidence-based practice,

which in turn will improve healthcare quality and patient outcomes, as well as reduce healthcare costs. The LAPP is committed to bringing the best in education, evidence-based leadership, innovation, and research to equip leaders with the skills needed to thrive in today's healthcare environment.

The faculty cadre in the LAPP are nationally recognized experts in healthcare leadership, innovation, evidence-based practice, and research. In addition, they have held high-level executive leadership positions in complex organizations and have consulted with healthcare systems throughout the nation and globe. The faculty brings a high level of credibility to the collaborative nature of the leadership academy's programs offered. The leaders of LAPP have the vision, knowledge, skills, commitment, and energy to bring innovative elements to the participants in LAPP.

Leaders must embrace the changing skill set required to help others navigate today's complex and dynamic healthcare landscape. "Leaders must assume a wide range of new skills in a challenging and changing the healthcare system. The most significant of these is creating a new context for workers. This primary skill is pivotal to the profession's ability to engage the realities of a new social compact for nursing practice. The central theme is the ability of the leader to enable practitioners to identify and embrace the specifics of their own changing practice in a way that better fits the emerging mobility-based, fast-paced, high-technology transforming healthcare system."² These new skills and competencies need to be embraced, and developed, for adequately equipping today's skilled, confident, and competent healthcare leaders.

NEEDS FOR HEALTHCARE-FOCUSED LEADERSHIP DEVELOPMENT

Anthony M. et al stated, "Nurse retention is both an expectation and major responsibility of the Nurse Manager (NM) role that has both organizational and professional implications. Organizationally, a stable workforce reduces direct and indirect costs that are associated with turnover that may result in an organizations' ability to provide services. From the professional perspective, the benefits of nurse retention are related to the quality and continuity of (patient) care."³ Henrikson M. et al stated, "Any action a Nurse Manager takes to increase leadership skills can have tremendous influence on employee, colleague, and patient satisfaction, and on organizational outcomes."⁴

As stated by Weberg D., "Transformational leaders are inspiring and facilitate their employees to solve problems by helping them identify the issues and develop the resources needed to overcome their problems. With inspiration and engagement of employees, a transformational leader should have followers who report better staff satisfaction and lower burnout rates."⁵ Fennimore and Wolf⁶ (2011) note that nurse managers are "chief culture builders" who lead professionals rather than just manage workers. The attainment of a myriad of quality outcomes requires sophisticated leadership skills to engage staff that embrace change and systematically evaluate care practices. Zori, Nosek, and Musil⁷ (2010) have called the nurse manager the "chief retention officer."

Download English Version:

<https://daneshyari.com/en/article/2676587>

Download Persian Version:

<https://daneshyari.com/article/2676587>

[Daneshyari.com](https://daneshyari.com)