

Transforming Nursing Education through Leadership Development of Novice Faculty-The Nurse Faculty Leadership Academy

Carolyn Hart, PhD, RN, CNE

Lambda Pi

Jennifer L. Embree DNP, RN, NE-BC, CCNS

Alpha





#### **OBJECTIVES**

- Review the purpose and goals of the NFLA
- Identify the requirements for participants and mentors in the NFLA
- Understand the NFLA process used to develop and strengthen individual leadership qualities
- Discuss goals and outcomes of past participants related to projects and leadership development

#### **PURPOSE**

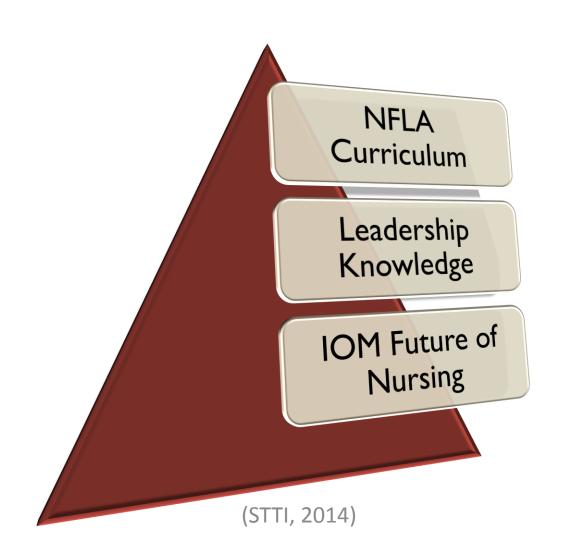


Scholars from the 2014-15 Nurse Faculty Leadership Academy

### WHAT IS THE NFLA?



#### NFLA FRAMEWORK



#### WHY NFLA?

Faculty Attrition

Career Success

Faculty Satisfaction

Leadership Development

Supportive Work Environments

#### NFLA APPROACH



Relationship Framework



Active Experiences



Reflective Opportunities



Learning in Context



Modeling

(Cleeter, & Dzuric, 2014)

### PARTICIPANTS



#### BENEFITS OF NFLA



**Faculty** 



**Mentors and Advisors** 



**Institutions** 



**Nursing Education** 



**Outcomes** 

#### NFLA PILLARS

INDIVIDUAL LEADERSHIP DEVELOPMENT SCOPE OF INFLUENCE

ADVANCEMENT IN NURSING EDUCATION

# THE KOUZES POSNER MODEL



Encourage the Heart



Enable Others to Act



Challenge the Process



Inspire a Shared Vision



Model the Way

(Kouzes & Posner, 2011)

### LEADERSHIP DEVELOPMENT



LPI

**ILDP** 

Project

#### NFLA PROCESS



### AREYOUA POTENTIAL MENTOR?

- Doctorally prepared
- Minimum seven years as nurse faculty
- Works outside of the Scholar's institution
- A leader in nursing education
- Previous experience as mentor
- Ability to foster the Scholar's leadership development

# AREYOUA POTENTIAL MENTOR?

- Ability to commit resources to mentoring relationship
- Access to networks of leaders
- Ability to provide guidance
- Committed to the NFLA Triad relationships
- No previous relationship with the Scholar
- Not connected to Scholar's dissertation or DNP project work

# AREYOUA POTENTIAL SCHOLAR?

- Aspiring leaders in nursing education
- At least two years, but no more than seven years of experience
- Full time non-tenured faculty in a school of nursing.

#### ROLE OF THE SCHOLAR

• Individualize leadership development plan

Build relationships and communicate regularly

Utilize the Triad relationships

• Plan, design, and facilitate two Site Visits

#### ROLE OF THE SCHOLAR

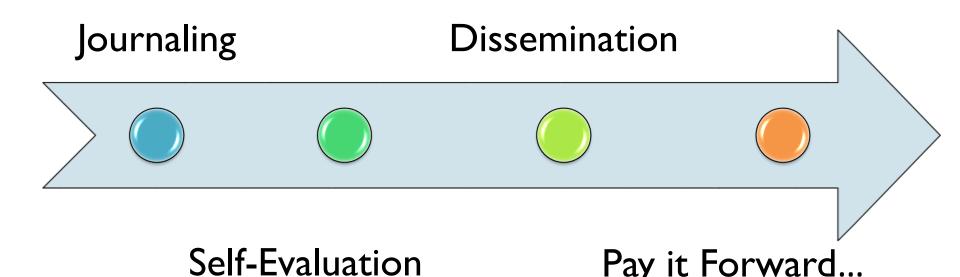
- Facilitate team leadership project
- Participate in monthly learning activities
- Document the leadership development experience
- Attend NFLA celebration activities
- Involve scholar's employer and faculty in leadership development program

#### WHAT IS INVOLVED?



### THE JOURNEY

Pay it Forward...





# NFLA Scholar in Progress

Framework Developed by Jennifer Embree, DNP, RN, NE-BC, CCNS Based on work by Ellis, Ellis & Embree, 2013

### **PROJECT**

"Exploring and Securing Distance Accessibility for a Master's in Nursing-Leadership in Health Systems Program"

# NFLA SCHOLAR IN PROGRESS

- LeadershipDevelopment
- Faculty Support from Triad
- Scholar Support



#### SUSTAINABILITY

- Template for other teams/projects
- In line with university goals

#### **PURPOSE**

To enhance the ability of the MSN Nursing
 Leadership in Health Systems program to reach
 students throughout the state, nation, and
 internationally.

### SETTING DESCRIPTION





### NEEDS ASSESSMENT: Problem Identification

- Enrollment
- IOM supports the need for preparing nurse leaders at the MSN level
- Only 49% of Indiana nurses are at the BSN level
- Previously weekend problem-based learning
- Student issues with technology

#### Clinical Impact **Strategic Impact** Five-Year Analysis Input from stakeholders: Incremental Students Contribution Margin **GOALS & OBJECTIVES** Future Nurse Leaders Capital Requirements Specific and Faculty and Staff Return on Investment measureable Targeted towards program change **Market Impact Programmatic Impact Program Success Factors** Weaknesses Strengths Impact on program Students, Faculty, and Program **Opportunities Threats** School of Nursing, IUPUI

(Ellis, Ellis & Embree 2013)

#### EARLY LESSONS LEARNED

- Translating leadership lessons to other curriculum and teaching
- Model the Way: Integrating lessons learned and NFLA pearls into current programs, courses, activities, relationships ©
  - Nursing Leadership Institute-NEPQR HRSA Grant work (KP Model,
     LPI, content, activities)
  - Revisioned DNP program to an Executive Leadership Program,
     (Individual and Professional Leadership Development Plan)

#### EARLY LESSONS LEARNED

- Model the Way:
  - Triad Faculty Support is immeasurable
  - Individual Leadership Development Plan
  - Team member leadership development

#### EARLY LESSONS LEARNED

- Challenging the Process:
  - Comfort in risk-taking, asking hard questions, sharing difficult stories, leadership progression

#### **CURRENT DISSEMINATION**

- Quarterly escalation of leadership writing though Indiana
   State Nurses Association president's message to 130,000 nurses (2 articles)
- I0 Presentations since March 2014-touching on NFLA
   STTI Connection with 725 nurses
- Publications submitted-2 (not NFLA related)
- Publications in process-8 (not NFLA related)



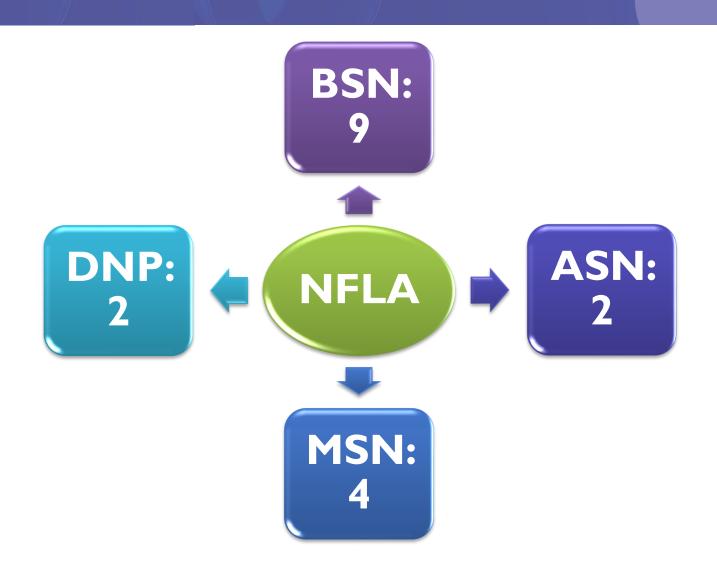
### NFLA Success: Results from the Scholars

Carolyn Hart, PhD, RN, CNE

# RESULTS FROM THE SCHOLARS

**Aission** Success Nursing S
Project Advancem
RisksIndividual Trans Stakeholders Communication Growth Initiative

### SCOPE OF INFLUENCE: 2011-2013



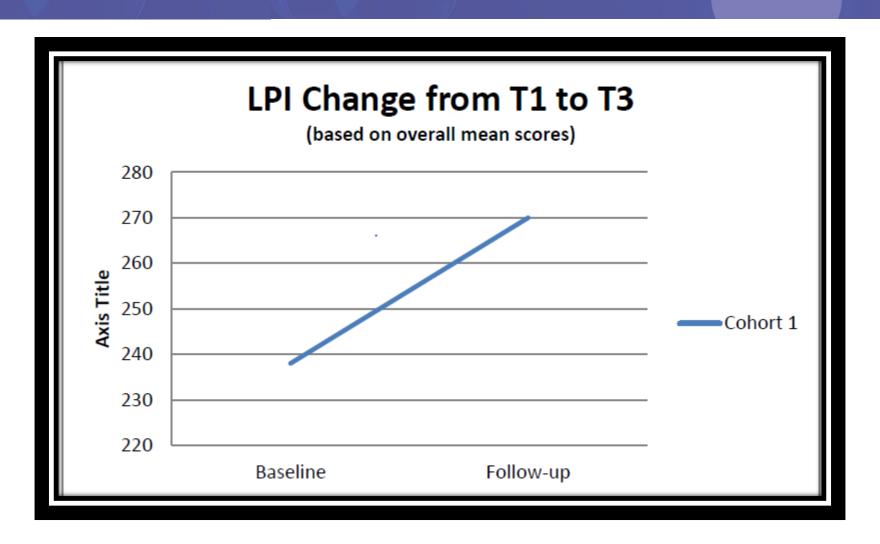
#### AGGREGATE RESULTS



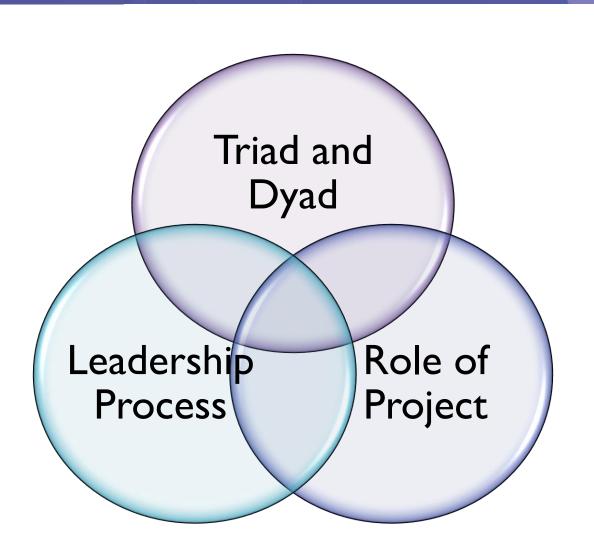
#### PROJECT RESULTS

- Adoption of Project Recommendations:
  - 4 curricular revisions
  - 5 new courses
  - model adoption
- Project Recognition:
  - 7 national and international conferences
  - 4 new nursing programs
  - 10 formal leaders

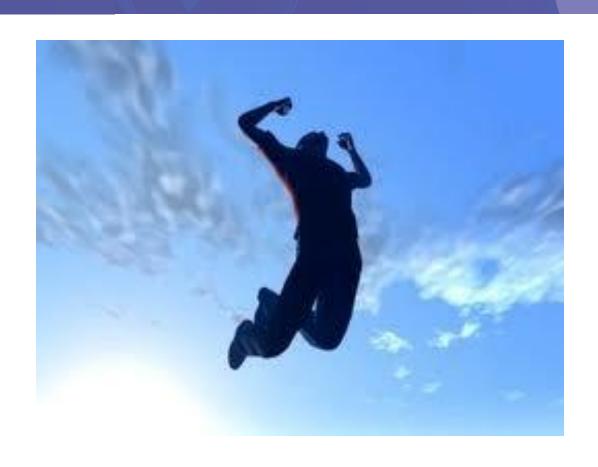
# SCHOLAR'S PERCEIVED CHANGES



### LEADERSHIP MILESTONES



### PERSONAL RESULTS



# What questions do you have about the

Nurse Faculty
Leadership Academy?

#### REFERENCES

Cleeter, D. & Dzurec, L. (2014).

Cleeter, D., Zomorodi, M., Hart, C., Marcellus, L., & Forrester, D.A. (2014). The Nurse Faculty Leadership Academy Scholar outcomes in three domains. Manuscript submitted for publication.

Ellis, R. B. Ellis, K. & Embree, (2013) Making the Business Case for CNS Interventions (in progress) e3

Indiana Center for Nursing. (2012). <u>An Overview of the Nursing Workforce, Educational Capacity and Future Demand for Nurses in the State of Indiana</u>, 5.13.13, Indiana Action Coalition Education Subcommittee for Nursing Data.

Institute of Medicine Report (2010), The Future of Nursing, Leading Change, Advancing Health. Robert Wood Johnson Foundation.

Kouzes, J.M. & Posner, B. Z. (2012). The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations. (5<sup>th</sup> Ed.) San Francisco, CA: Jossey-Bass.

Sigma Theta Tau International (2014). Nurse Faculty Leadership Academy. Retrieved from http://www.nursingsociety.org/LeadershipInstitute/nursefaculty/Pages/default.aspx.