Center for Frontline Nursing Leadership
The Advisory Board Company

- Membership of 25,000 large and progressive health systems and medical centers
- Best practice research and analysis
  - Business strategy
  - Operations
  - General management issues
Center for Frontline Nursing Leadership

Leader Development Task Force:

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- Tracy Diffenderfer
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- Lista Clark
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- Linda Norman
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Center for Frontline Nursing Leadership

**Goal:**

Strengthen nursing leadership and prepare frontline nursing leaders by focusing on:

- Effective critical thinking skills
- Problem solving
- Communicating
- Delegating
- Mentoring

Vanderbilt Nursing
Hearts and Minds
Target Participants

- Assistant Managers
- Charge Nurses
- Preceptors
- VUH, VCH, PHV, TVC/VMG
- Employed FT
- In role for at least 6 months
- 50 Participants in each cohort
Program Objectives

- Develop leadership capacity closer to the frontline.
- Equip nursing leaders with the skills to improve unit performance and enact reform.
- Develop critical mass of leveraged role models in the line to build and support a broader culture of leadership.
Program Objectives

- Elevate the prestige of the frontline nurse role and retain the organization’s highest performers.
- Identify and develop the next generation of leadership talent.
- Support and leverage manager time.
- Improve staff retention.
Center for Frontline Nursing Leadership

• **15-month program consists of:**
  - Intensive classroom courses
  - Practicum projects
  - Coaching
Leadership Intensive
Realizing Leadership Opportunities at the Front Lines of Nursing

- Recognize leadership challenges and opportunities
- Identify personal leadership strengths
- Align resources to affect change
- Assess and motivate others
- Create and execute development plans
- Measure progress
Semester II

Improving Critical Thinking on the Front Line
Enhancing Leadership Performance Through Problem Solving

- Master real-time, objective problem identification and framing
- Learn root-cause analysis and evaluate the relative importance of each factor
- Generate actionable solutions
- Evaluate and sequence both interim and long-term solutions
Semester III

The Power of Influence

Enhancing Collaboration to Strengthen Leadership

- Recognize and explore options available for influencing others
- Assess and apply influence techniques in common situations
- Identify common communications derailers
- Build long-term professional relationships
Elevating Team Performance

Motivating Others Toward Shared Objectives

- Approach work as a team leader rather than as an individual
- Delegate well: Find the right person for each job and good opportunities for each person
- Deliver high-value coaching to improve each teammate’s performance
- Monitor and manage performance
Sample Practicum Projects

**Patient Safety:**

- Audit and root cause analysis of most common patient errors
- Identifying best practices for preventing patient falls
- Nosocomial infection reduction campaign
- Assessment of patient identification protocols
Sample Practicum Projects

**Throughput**

- Diagnosis of common bottleneck on unit
- Identifying barriers to change
- Mapping processes for alerting housekeeping, admissions of bed status
- Identifying best practices for involving physicians in unit-based throughput initiatives
Sample Practicum Projects

Service Excellence:
- Patient and family communications scripting works
- Assessment of patient satisfaction data and root cause analysis of problem areas
- Call button wait time reduction campaign
- Assessment of staff satisfaction data and analysis of problem areas
Sample Practicum Projects

Resource Utilization:

- Analysis of compliance with unit-level staffing model and overtime guidelines
- Unit-specific supplies utilization audit and identification of unnecessary waste
- Resource utilization benchmarking study
- Pharmaceuticals recovery campaign
Semester Work

- ½ day session for Coaches before Semester I
- 1 full day session for Participants and Coaches to attend each semester (Total = 4)
- Practicum Projects: 8 -15 hrs/semester
Coaches

**Role:**
Guide participants through the process of:
- Choosing a project
- Planning for its execution
- Measuring the results

**Responsibility:**
- Driving accountability
- Setting clear expectations
- Fostering individual development
- Reinforcing classroom and practicum learning