



2019 Maryland Action Coalition Summit

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Baltimore, MD

Patricia D. Franklin, PhD, RN

Kathryn Lothschuetz Montgomery, PhD, RN, NEA-BC



NSP II Grant 16-703

Nurse Leadership Institute Team

- Linda Costa, PhD, RN, NEA-BC
- Peggy Dorr, DNP, PNP
- Erika Friedmann, PhD
- Shannon Reedy Idzik, DNP, CRNP, FAANP, FAAN
- Jill Sullivan, MA
- Darlene Trandel, PhD, RN, FNP, CCP, ICF-PCC

Objectives

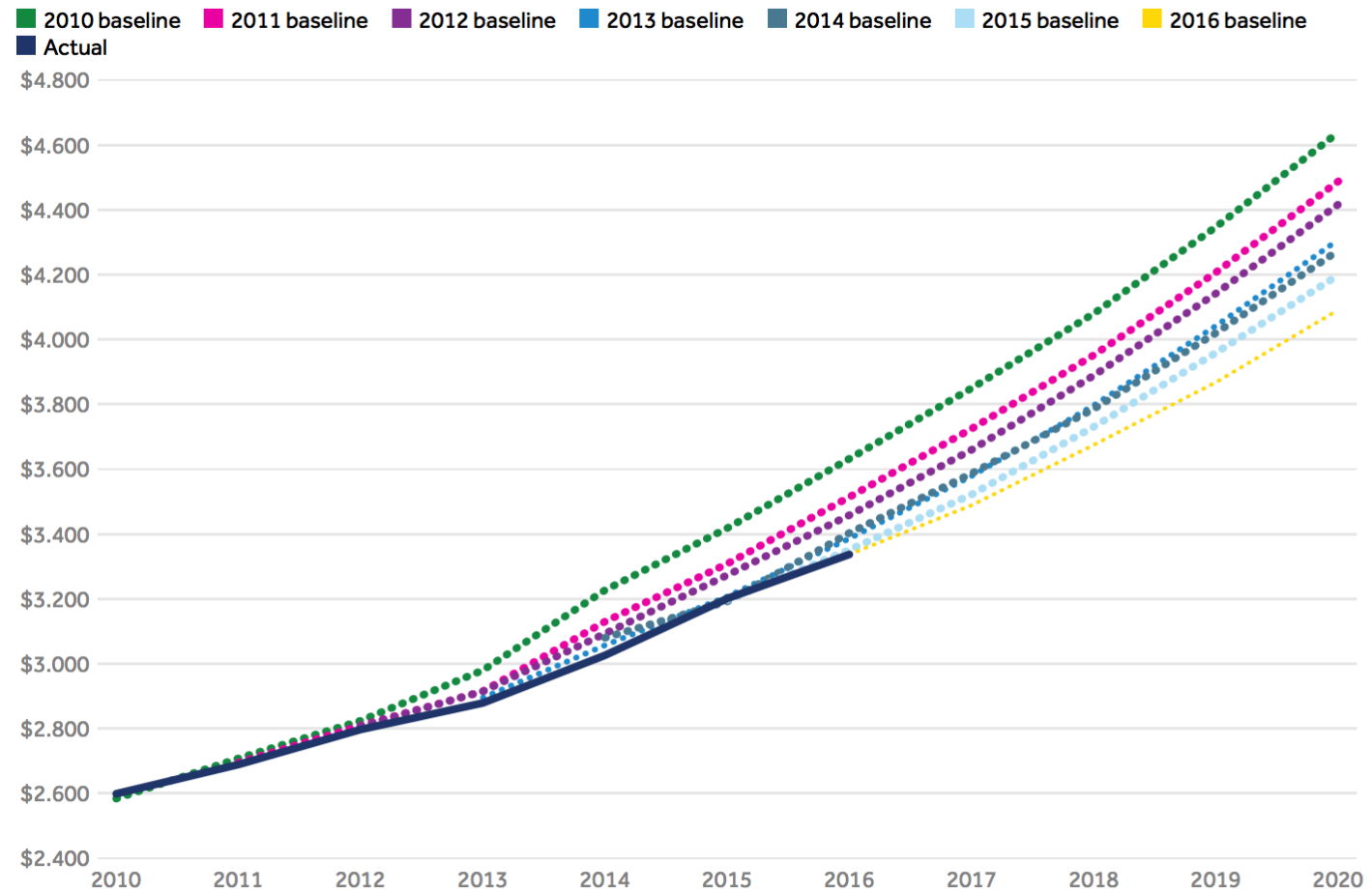
- Identify forces shaping health care
- Describe leadership required
- Identify NLI's significance to building leadership capacity
- Describe key results to date

Contributing forces

- Persistent poor health outcomes
- Dissatisfied consumers
- Increasing complexity
- Unsustainable costs for delivering care
- Evolving care delivery settings and efficiency
- Technological changes & cybersecurity
- Continuing health care reform

Contributing forces: cost

CMS projections of national health expenditures, in US \$ billions, predicted based on baseline year



Source: Kaiser Family Foundation analysis of National Health Expenditure (NHE) data from Centers for Medicare and Medicaid Services, Office of the Actuary, National Health Statistics Group (Accessed on February 14, 2018) • [Get the data • PNG](#)

Contributing forces

New Medicare waiver

- 2014 – 2018
↓ rate of growth in cost of per capita hospital expenditures
- 2019 – 2023
↓ rate of growth in total health care cost per beneficiary
- ↑ focus on prevention and population health

Requires new leadership framework

Leaders who :

- Exercise emotional intelligence
- Understand and apply:
 - principles of complex adaptive systems
 - principles of quantum leadership
- Facilitate
 - engagement across entire system & among multiple stakeholders
 - innovation & transformation across entire system

Requires Nurse Leaders

Nurses

- Largest, single profession in health care
- Evidence links nurse leadership to improved outcomes
- Rich legacy of nurse leaders transforming care and improving outcomes
- HSCRC recognized nurses are essential to success in Maryland

Nurse Leadership Institute

- Purpose

- Build statewide nurse leadership capacity
- Accelerate partnerships between academia & practice
- Improve health outcomes for Maryland residents

- Goals

- Design an effective leadership development program
- Recruit up to 200 Fellows
- Facilitate collaboration between academia and practice
- Develop a robust evaluation design

Model

Developing Maryland's Nurse Leadership Capacity

Nurse Leadership Institute (NLI)

- * Leadership Development Program
- * Expert faculty
- * Representative Advisory Council
- * Continuous evaluation process

Leadership Development Program

- * 12 month education & training program
- * Self-evaluation
- * Intensive leadership training
- * Simulation experiences
- * Expert coaching
- * Mentor support
- * Network development
- * Collaborative activity

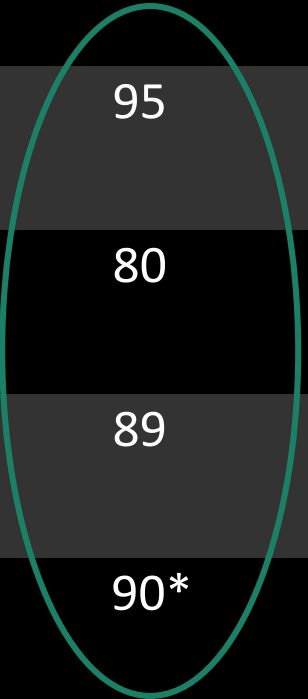
Launching Leaders

- * Institutional
- * Regional
- * State
- * National

Outcomes

Recruitment & Retention

Year	Applications	Selected	Attrition	Completed	% Completed
2015	21	20	1	19	95
2016	22	20	4	16	80
2017	28	27	3	24	89
2018	41	38	4	34*	90*



Gender &
Educational
Preparation

Gender

	Female	90
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	Male	2
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Education Preparation		
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	PhD/EdD	12
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	DNP/DSN	22
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	Masters	61
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	Academic	Practice
Cohort	%	%
2015	60	40
2016	65	35
2017	55	45
2018	39	61

Academic & Practice Distribution

To Date:

- 15 Maryland Board of Nursing – recognized nursing programs
- 26 unique, health care service organizations
- 105 applicants admitted
- 59 NLI Fellows completed the program
- 35 NLI Fellows to finish June 2019

Outcomes: Leadership Development Program

Orientation

	2015	2016	2017	2018
As a result of participating, I am able to:	N=17	N=18	N=26	N= 36
	M(SD)	M(SD)	M(SD)	M(SD)
Discuss NLI's purpose	4.4(0.6)	4.3(0.5)	4.5(05)	4.7(0.5)
Describe expectations for my participation	4.4.(0.7)	4.1(0.9)	4.7(0.5)	4.7(0.5)
Identify contributing forces shaping health care			4.6(0.5)	4.6(0.6)

Intensive Training

	2015 N=19	2016 N=16	2017 N=24	2018 N= 34
As a result of participating, I am able to:	M(SD)	M(SD)	M(SD)	M(SD)
Apply the knowledge and skills learned to my job.	4.8(0.4)	4.9(0.3)	4.9(0.3)	4.7(0.5)
Apply the knowledge and skills learned to improve my impact on the organization's success	4.8.(0.4)	4.8(0.4)	4.8(0.5)	4.7(0.5)
Connect other's needs and preferences to needs of the work		4.8(0.4)	4.7(0.6)	4.2(0.7)
Can use SBI to share constructive feedback		4.7(0.6)	4.9(0.4)	4.5(0.6)

Simulation Experience

	2015 N=19 M(SD)	2016 N=16 M(SD)	2017 N=24 M(SD)	2018 N=32 M(SD)
Overall rating of simulation learning experience	4.8(0.4)	4.8(0.4)	4.6(0.6)	4.4(0.6)

Final Session

	2015 N=9	2016 N=15	2017 N=18
	M(SD)	M(SD)	M(SD)
The session was valuable to my leadership development.	4.8(0.4)	4.9(0.3)	4.7(0.6)
The level of the content was appropriate for me at this point in my leadership development.	4.7(0.5)	4.8(0.5)	4.8(0.4)
I feel confident I can utilize this content in my professional role.	4.9(0.3)	4.9(0.2)	4.7(0.6)
The Fire Side/Back Porch Chat was an effective learning activity.	4.7(0.7)	4.8(0.4)	4.9(0.3)

Mentor participation

	Orientation	Conference Call #1	Mentor Workshop	Conference Call #2	Final Session
2015					
2016	69%	31%	63%	31%	75%
2017	65%	56%	52%	17%	69%
2018	88%	75%	66%	58%	

Longitudinal Study Participation

Cohort	Time Measured	N	% of Cohort
2015			
	2016	14	73
	2017	10	52
	2018	8	42
2016			
	2017	12	75
	2018	10	62
2017			
	2018		75

Longitudinal study

- Follows each cohort over time
- Recruitment begun 2016
 - 3 measurements for cohort 1
 - 2 measurements for cohort 2
 - 1 measurement for cohort 3

Conclusion

- Achieving stated purpose and goals
 - Successful Leadership Development Program
 - Robust evaluation design
 - Marketing efforts improving recruitment

Not all
questions can
be answered by

Google