

## **BUILDING NURSE LEADERSHIP CAPACITY IN MARYLAND**

Patricia Franklin, PhD, RN, and Kathryn Montgomery, PhD, RN, NEA-BC

Nurses play a key role in shaping the future of health care in Maryland. The state's new Medicare waiver pivots hospitals from a payment per inpatient admission model to a new, Innovation Center model based on Medicare per capita total cost growth. Over the next five years, Maryland hospitals must demonstrate \$330 million in Medicare savings measured by comparing state Medicare per capital total hospital cost growth to the national Medicare per capital total hospital cost growth (CMS, 2019).

In order to achieve this ambitious goal, health care systems and providers must do more than effectively treat and manage chronic illnesses. They need to promote and maintain health within Maryland's populations. Therefore, health care systems and providers must be innovative in the design and the modes of delivering health care services. This future vision requires a new leadership paradigm for facilitating such innovations.

The Institute of Medicine's (IOM) 2010 report on *The Future of Nursing: Leading Change, Advancing Health* recommended that nurses assume full partnership in re-designing health care in the United States. Maryland nurses represent a potential leadership resource yet need the appropriate knowledge and skills. In response to the state's future plans and the IOM report, the Maryland Health Services Cost Review Commission (HSCRS) approved a \$2.5 million grant to build Maryland's nurse leadership capacity. This statewide initiative was awarded to the University of Maryland School of Nursing. The grant reflects a substantial investment in preparing and enabling nurses to lead innovation, facilitate collaborations between education and practice that accelerates transfer of knowledge and preparation of the future nursing workforce, which will ultimately improve health outcomes for Maryland's residents.

Grant funds supported establishment of the Nurse Leadership Institute (NLI) along with the design and implementation of a premier, evidence-based, 12-month Leadership Development Program. Each year of the five-year grant, NLI recruits a diverse pool of candidates from Maryland nursing education programs and practice settings. The expectation for fellows that complete this program is that they continue their professional development, assume leadership roles, and lead change to advance health outcomes across the State.

Within the first four cohorts, 15 out of 26 Maryland State Board of Nursing-recognized nursing programs participated along with 25 unique health care service institutions. As of March 2019, 60 NLI Fellows completed the leadership development program, another 34 are at the halfway point in their program and another 40 slated for selection in 2019. To date, analysis of formative and summative data indicate a successful trajectory in achieving the grant's initial goals, and more. A longitudinal study designed to better measure its effect is ongoing.

The purpose of this presentation is to provide a descriptive report on the Nurse Leadership Institute, its Leadership Development Program, formative and summative outcomes from the first four years, as well as indications for the continuation of this initiative.