



Future of Nursing Leadership: A National Perspective



Advancing Health in America

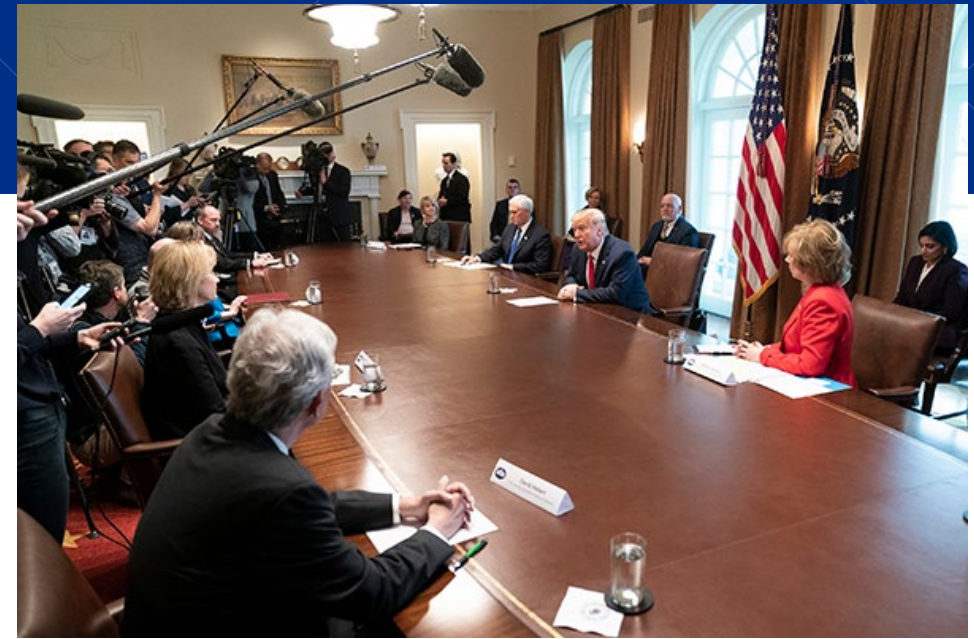


MISSION To shape health care through innovative and expert nursing leadership

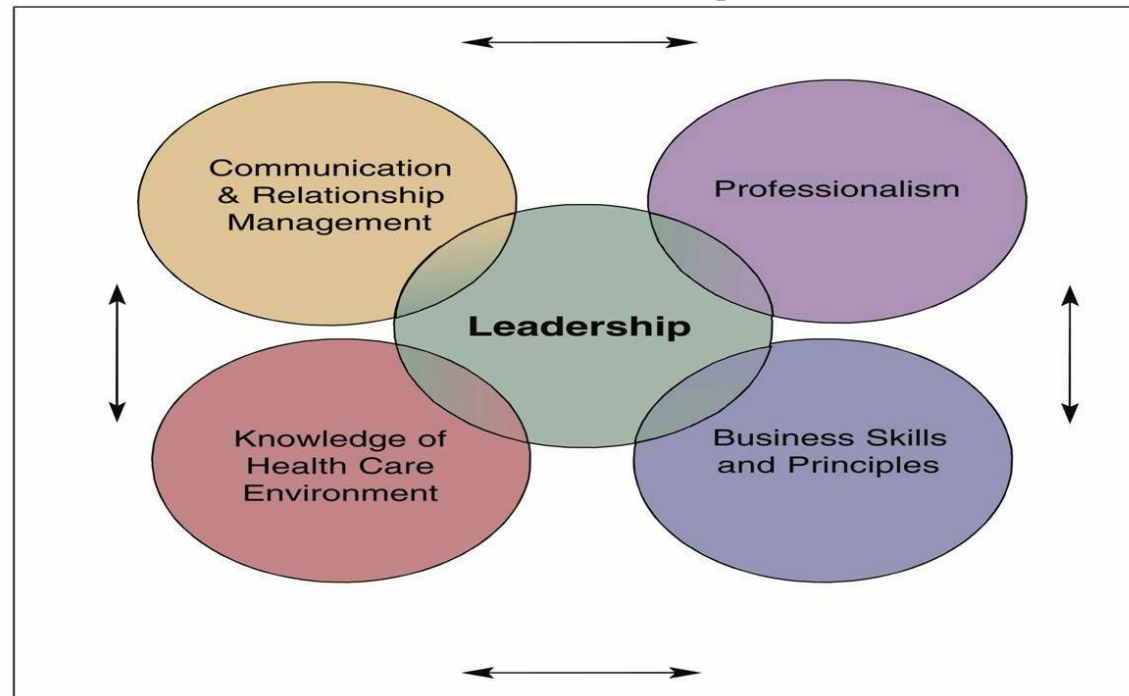
VISION Nursing leadership—one voice advancing health



Importance of Nursing Leadership



Nurse Leader Competencies

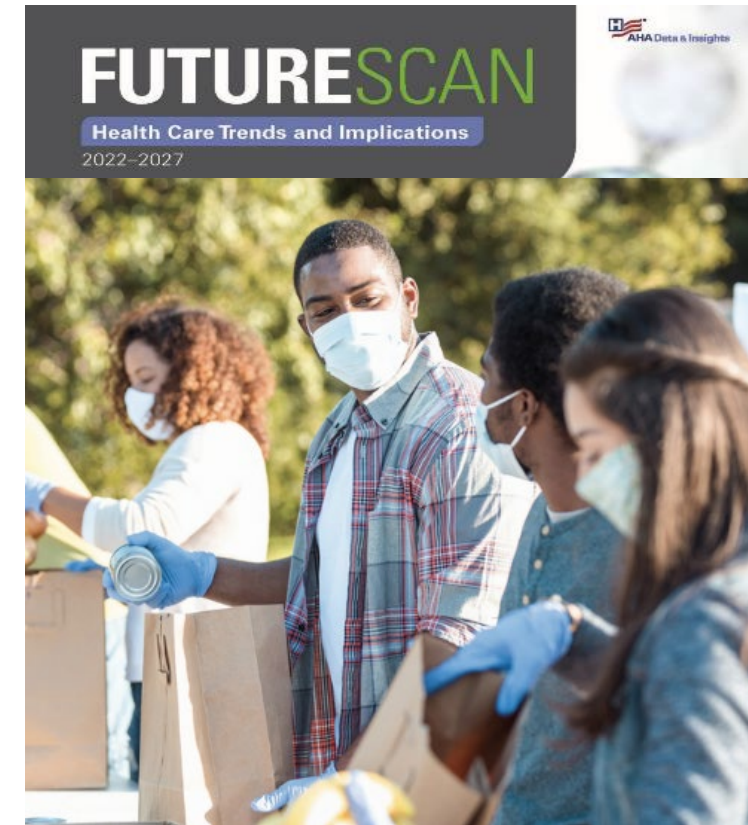


Current Reality and Future Changes

CURRENT HEALTH SYSTEM LANDSCAPE

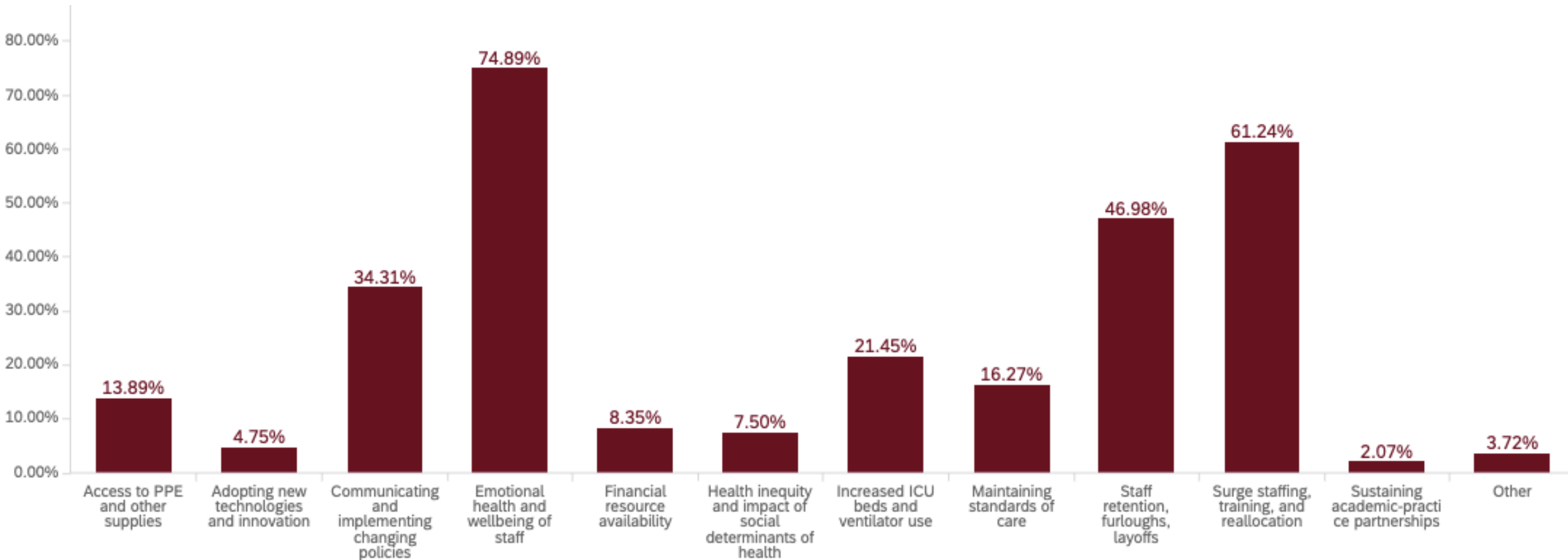
The COVID-19 pandemic has created massive changes in the health care system:

- Profound shift to digital health solutions
- Increased awareness of inequity in health care
- Exposure of weaknesses in health care financing models
- Massive pressure on the health care workforce
- Need to integrate physical and mental health more effectively
- Imperative for improved emergency preparedness



NURSING CHALLENGES

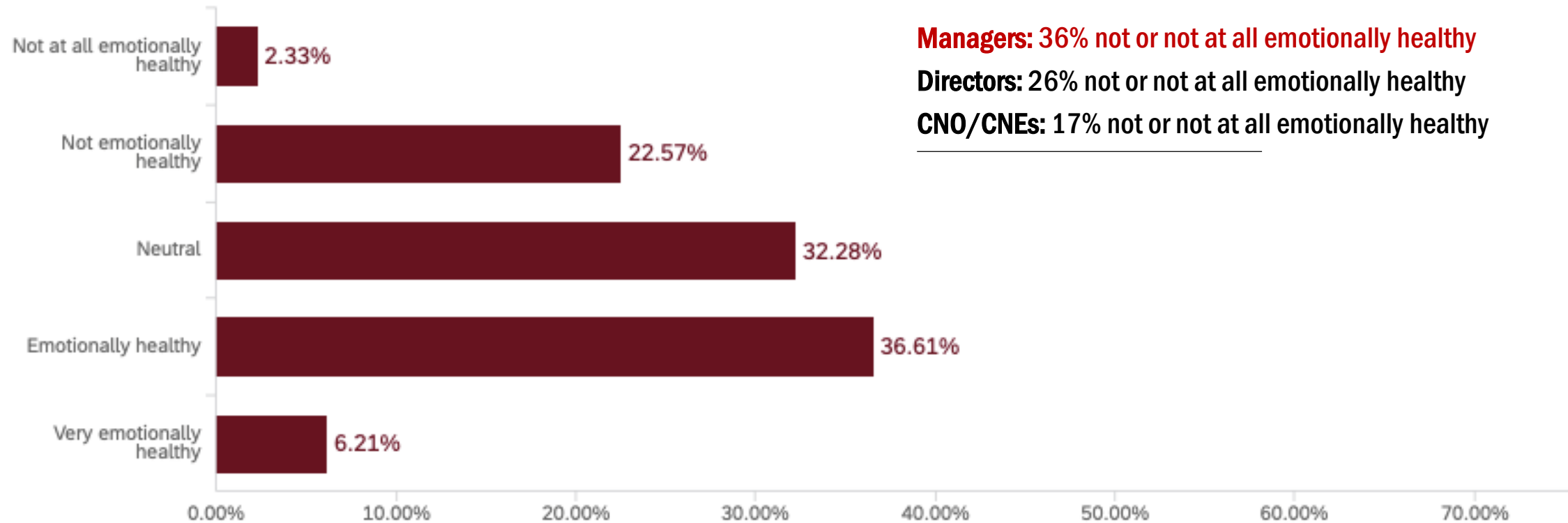
What have been your organization's top three challenges during the pandemic?



Source: American Organization of Nursing Leadership COVID-19 Longitudinal Study, July 2020, February 2021, August 2021

NURSES WELL-BEING

How would you rate your current emotional health?



FUTURE NURSING WORKFORCE CHALLENGE

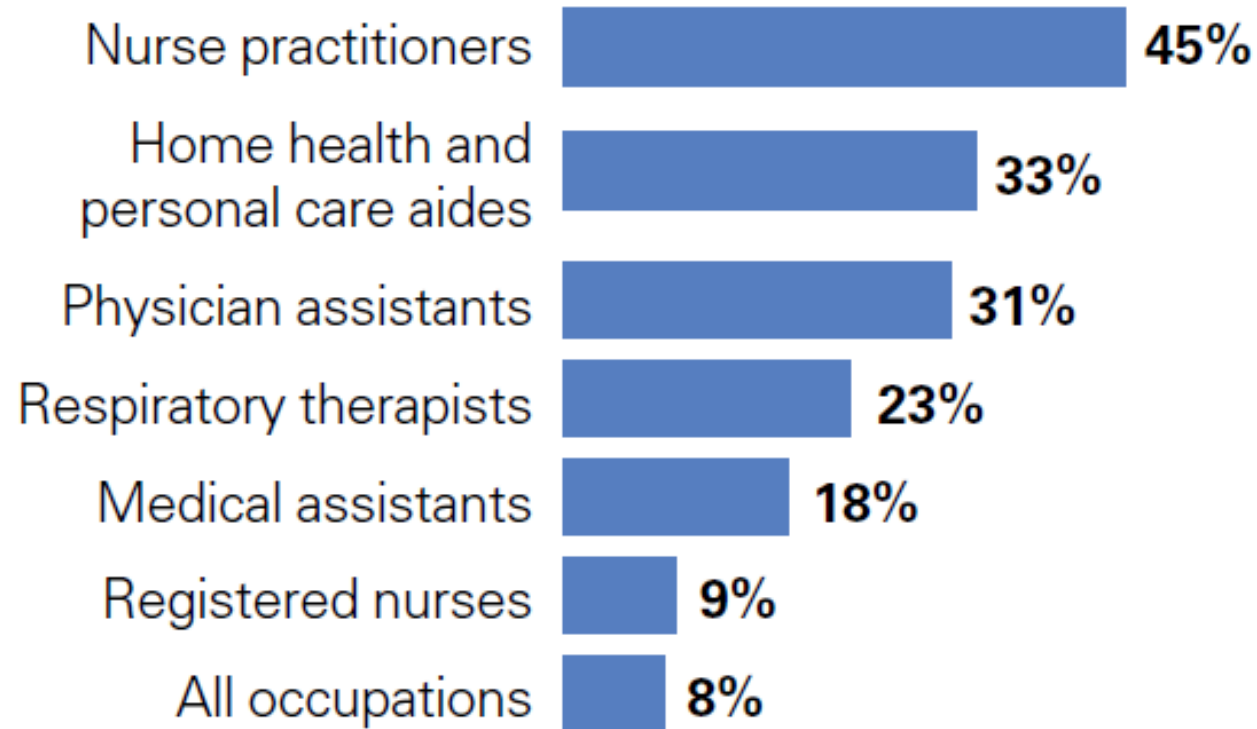
Student Enrollment Surged in U.S. Schools of Nursing in 2020 Despite Challenges Presented by the Pandemic

Published April 01, 2021

Though interest in baccalaureate and graduate nursing programs is strong, thousands of qualified applicants are being turned away from four-year colleges and universities. In 2020, 80,521 qualified applications were not accepted at schools of nursing due primarily to a shortage of clinical sites, faculty, and resource constraints. Within this total, applications turned away included 66,274 from entry-level baccalaureate, 1,376 from RN-to-baccalaureate, 8,987 from master's, and 3,884 from doctoral programs. Given the persistent shortage of nurse faculty, AACN remains concerned that 12,871 applications were turned away from graduate programs, which limits the pool of potential nurse faculty.

FUTURE WORKFORCE CHALLENGE

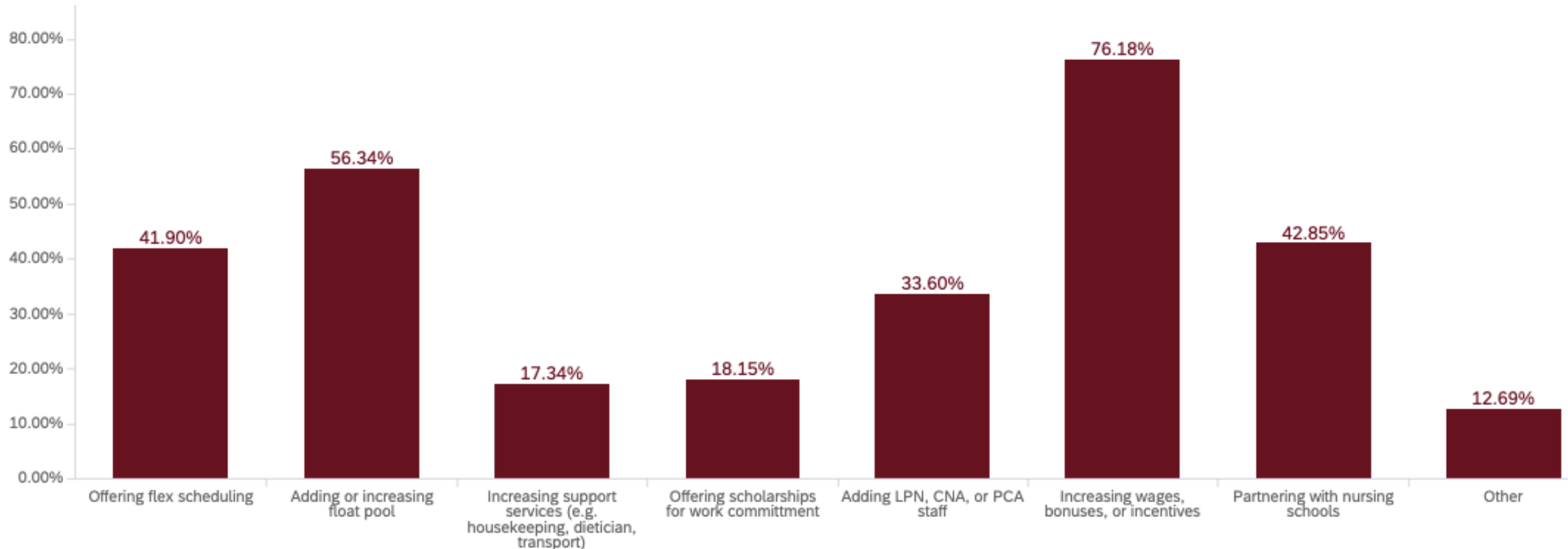
HEALTH CARE EMPLOYMENT GROWTH: PROJECTION 2020-2030



"Occupational Outlook Handbook" U.S. Bureau of Labor Statistics, Sept. 8, 2021. <https://www.bls.gov/ooh/healthcare/home.htm>.

ADDRESSING THE NURSING SHORTAGES

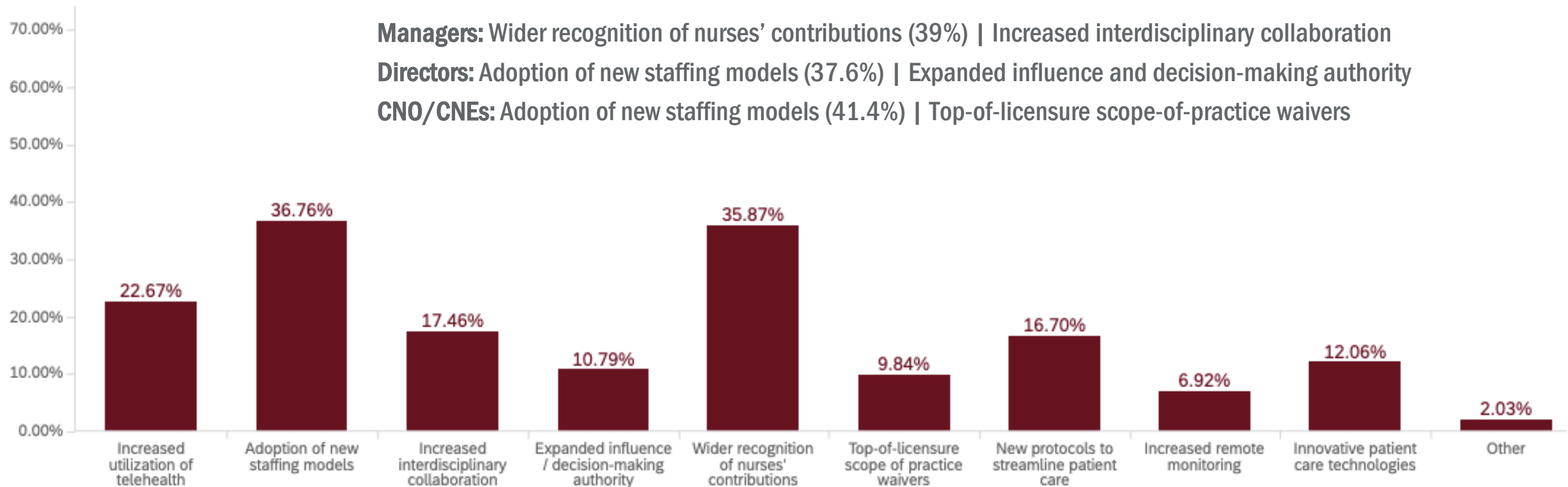
What options has your organization considered or implemented to address the staffing shortage?



Source: American Organization of Nursing Leadership COVID-19 Longitudinal Study, July 2020, February 2021, August 2021

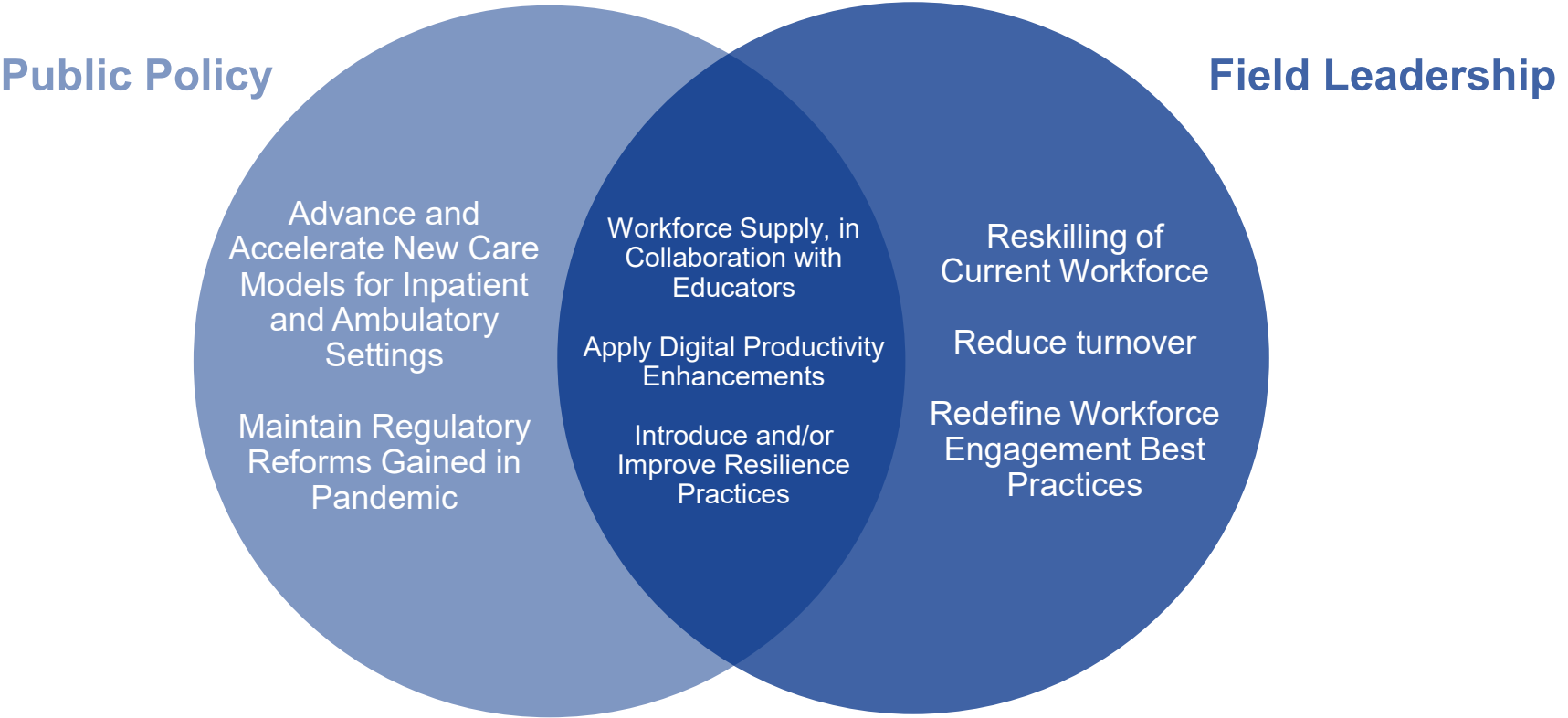
EMERGING BEST PRACTICES

Which of the following temporary advancements will be the most important to maintain after the pandemic?



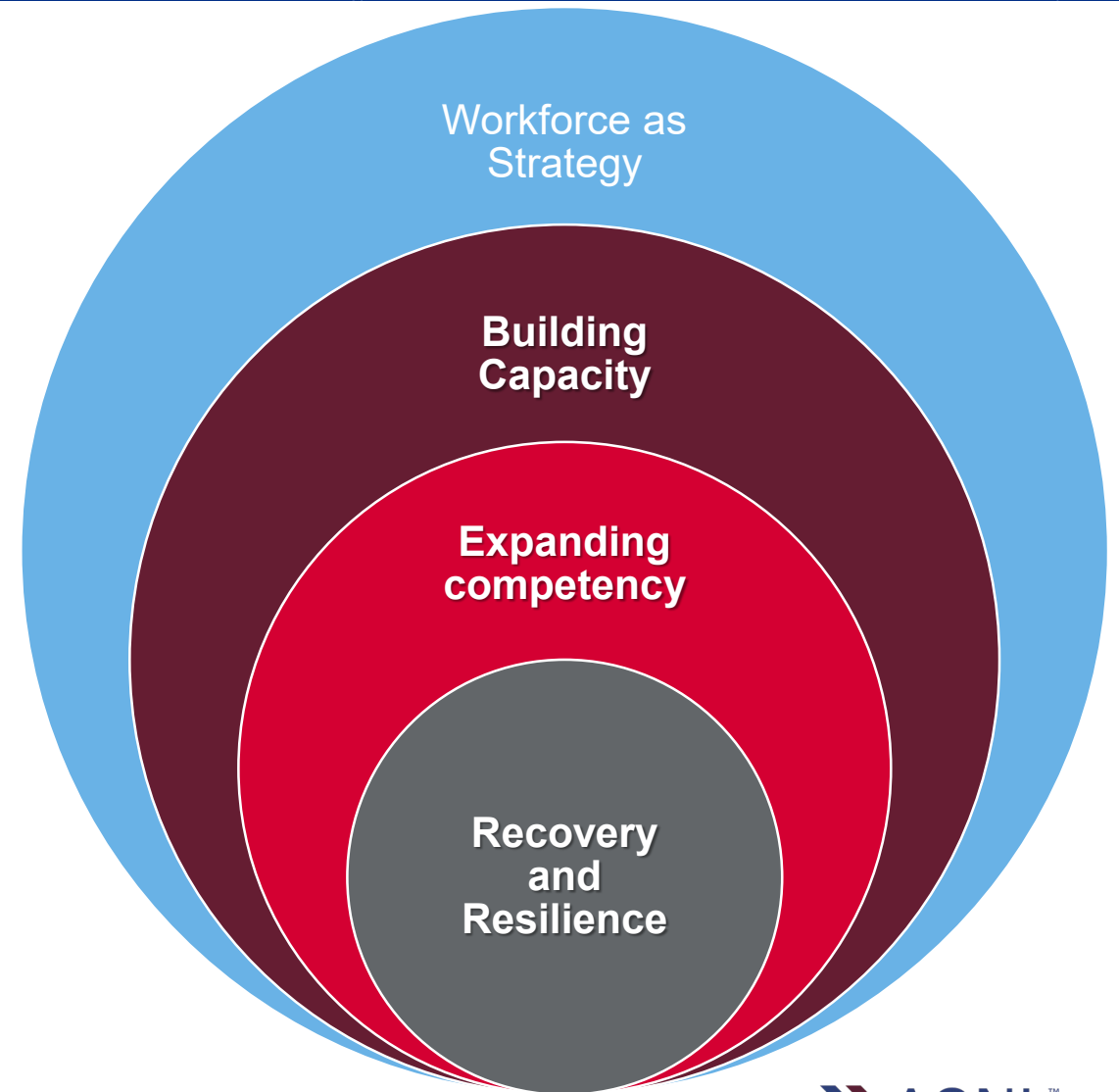


ADDRESSING WORKFORCE CHALLENGES: NOW, NEAR AND FAR



AHA WORKFORCE FRAMEWORK

- Reestablish a robust and resilient workforce
- Promote well-trained, inter-professional and flexible workforce to match the pace of innovation
- Increase workforce capacities through a pipeline of talent
- Prioritize workforce in strategic plans



EVIDENCE-BASED ACTIONS TO SUPPORT WELL-BEING

These are non-normal times: Adjust expectations.

- Give clinicians more flexibility and autonomy

Get rid of stupid stuff.

- Partner with clinicians to identify and remove low-value work through a rapid improvement process

Get radical to shore up staffing.

- Get frontline teams the help they need

Designate a well-being executive.

- Appoint one person with operational authority to oversee and align all clinician well-being

EAP is not enough! Do more.

- Ensure adequate mental health care:
 - Provide quality counseling
 - Stand up peer support

CREATING SAFE WORK ENVIRONMENTS



The image shows the cover of a report titled "Creating Safer Workplaces: A guide to mitigating violence in health care settings". The cover features the logos of the American Hospital Association (AHA) and the International Association for Healthcare Security and Safety (IAHSS). The text on the cover includes the title, subtitle, and a brief description of the report's purpose as a collaboration between the AHA and IAHSS to recommend action steps for hospital leaders.

American Hospital Association
Advancing Health & Justice

IAHSS

Creating Safer Workplaces

A guide to mitigating violence in health care settings


A collaboration between the American Hospital Association (AHA) and the International Association for Healthcare Security and Safety (IAHSS) to recommend action steps for hospital leaders to build a safer workplace.

Building a Safe Workplace and Community

A Framework for Hospital and Health System Leadership

AHA's Hospitals Against Violence framework helps guide hospital and health system leadership address the issues of violence in their workplaces, with an emphasis on educating and protecting the workforce. In this effort, we must acknowledge that community violence encroaches into the health care setting, and our workforce is part of the community.

Leadership should push for greater data collection, collective accountability, and ongoing education and training. With this approach, we can achieve the four pillars necessary for implementing a comprehensive violence mitigation strategy: trauma support, violence intervention, culture of safety and mitigating risk.



The diagram is a circular flow chart. At the center is a circle labeled "Leadership". Surrounding this center are four blue circular nodes, each representing a pillar: "Trauma Support" (top-left), "Culture of Safety" (top-right), "Mitigate Risk" (bottom-right), and "Violence Intervention" (bottom-left). These four nodes are connected by a circular path with arrows, labeled "EDUCATION" at the top and "ACCOUNTABILITY" at the bottom. A "DATA" label is positioned on the left side of the inner circle. Each pillar node has an associated text box describing its focus.

- Trauma Support:** Enable pathways to recognize physical and non-physical trauma, recover, build resiliency and avoid re-traumatization.
- Culture of Safety:** Prioritize physical and psychological safety of the workforce, patients, families and communities.
- Mitigate Risk:** Assess potential risks and work together to reduce risks and improve the environment.
- Violence Intervention:** Collaborate with community partners, hospital-based programs and others to prevent ongoing or future violent incidents.

To learn more about the AHA's **Hospitals Against Violence** initiative, visit www.aha.org/HAV.

Hospitals Against Violence | #HAVhope

Foster safety for your **workforce**, in your **workplace** and in your **community**.

Academic-Practice Partnerships

LEADERSHIP OPPORTUNITIES

- Expand and strengthen academic-practice partnerships
- Promote the integration of academia and practice across all types of schools and health systems
- Enhance the influence and impact of the profession in improving health, transforming health care, and advancing excellence in higher education

GUIDING PRINCIPLES: DEVELOPING AND SUSTAINING PARTNERSHIPS

- Formal relations at senior leadership level
- Mutual shared vision, goals, and expectations clearly articulated
- Goals regularly evaluated
- Commitment by partners
- Formalized structure

SHARED VISION FOR THE 21ST CENTURY



GOALS FOR THE FUTURE

1

Accelerate
Diversity and
Inclusion

2

Transition to
Competency-
Based Education
and Assessment

3

Increase
Collaboration
Between
Education and
Practice

4

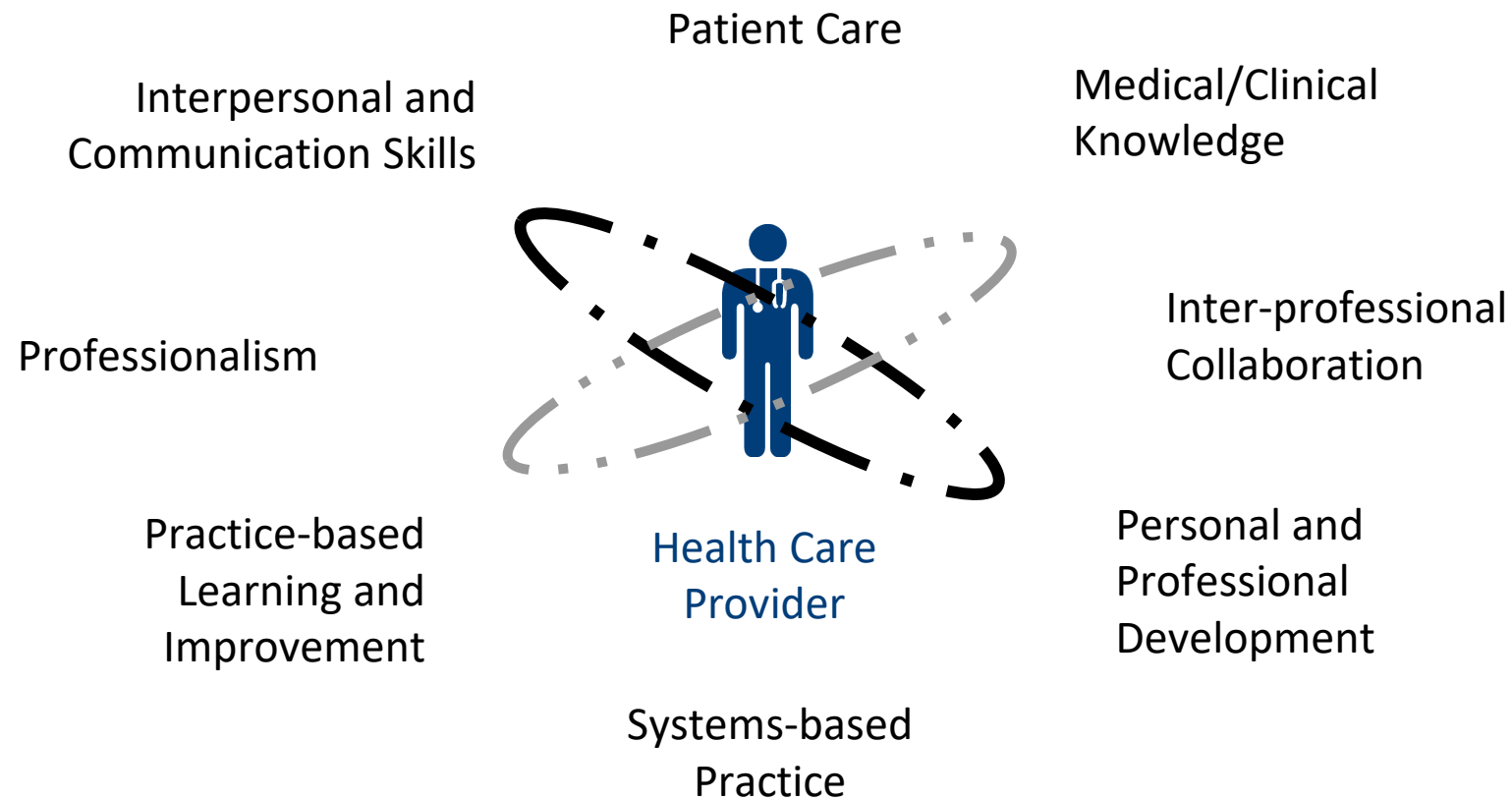
Increase Emphasis on
Faculty Development
and Career
Advancement

5

Explore and Adopt
Opportunities for
Resource
Efficiencies

GROWING COMPLEXITY OF KNOWLEDGE REQUIRES

COMPETENCY-BASED EDUCATION...

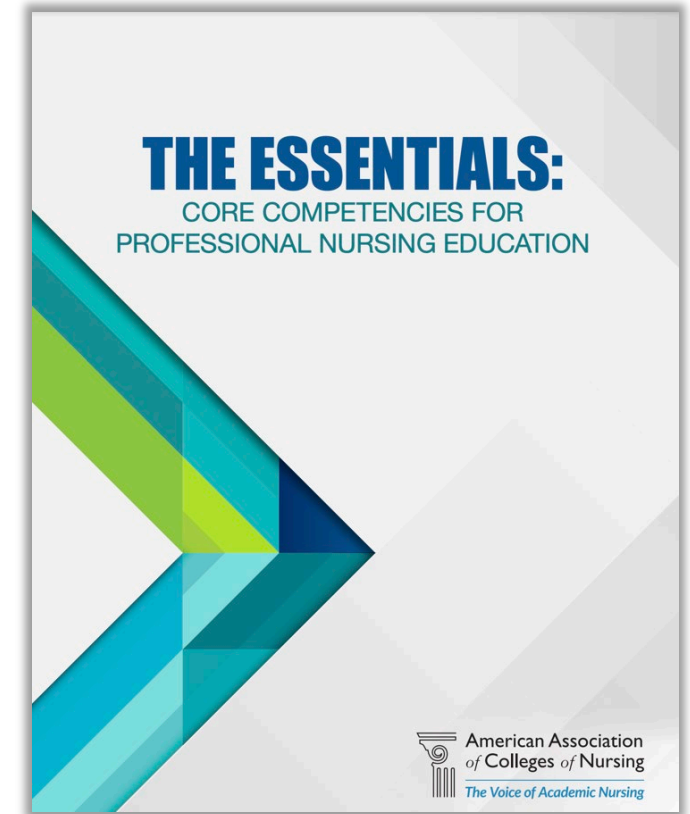


Source: Englander R, Cameron T, Ballard AJ, Dodge J, Bull J, Aschenbrener CA. 2013. "Toward a Common Taxonomy of Competency Domains for the Health Professions and Competencies for Physicians." *Acad Med* 88(8): 1088-1094.

Adapted 2018 Darrell Kirch ANLC Presentation

THE NEW AACN *ESSENTIALS*

- Approved by the AACN members in April 2021
- This bold decision calls for moving toward a competency-based approach to nursing education
- Sparked a new era of innovation that will require fresh approaches to teaching, student assessment, clinical learning, and engagement with partners in practice



TRANSFORMING NURSING EDUCATION



Transitions professional nursing education to competency-based education – students demonstrate how they apply and use the knowledge gained



Delineates an agreed to set of competencies that all professional entry and advanced-level graduates expected to demonstrate



Establishes clear expectations of graduates for faculty, students, employers, and public





Requires a new way of thinking and new learning strategies



Requires new ways of assessing competencies –

That allow demonstration over time and in different settings/contexts.

DOMAINS

1		Knowledge for Nursing Practice
2		Person-Centered Care
3		Population Health
4		Scholarship for the Nursing Discipline
5		Quality and Safety
6		Interprofessional Partnerships
7		Systems-Based Practice
8		Informatics and Healthcare Technologies
9		Professionalism
10		Personal, Professional, and Leadership Development

A **domain** is a grouping of “like-elements” providing overarching structure/framework

Domains of competence:
Broad areas of competence that in the aggregate constitute a general framework for a profession

CONCEPTS

An organizing idea or mental abstraction; represents important areas of knowledge, based on characteristics and attributes

Communication

Clinical Judgment

Health Policy

Compassionate Care

Ethics

Diversity, Equity, and Inclusion

Evidence-Based Practice

Social Determinants of Health

OUR FUTURE: POST PANDEMIC

“The difficulty lies not so much in generating new ideas, but with escaping from the old ones.”

John Maynard Keynes



QUESTIONS?