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## Background & Significance

- With more than 3 million members, the nursing profession is the largest segment of the nation's health care workforce, yet nurses remain underrepresented in major leadership positions within the healthcare system.
- According to the Institute of Medicine Report on the Future of Nursing, *"In the health policy arena, nurses should participate in, and sometimes lead, decision making and be engaged in health care reform-related implementation efforts"* (IOM, 2010).
- In order to ensure that nurses are ready to assume leadership roles, leadership development and mentoring programs need to be made available for nurses at all levels.
- There is a strategic need to create a new generation of transformational nurse leaders imbued with the knowledge and skills to advance health policy.

## Aim

- Explore the willingness of senior nurse executives to identify, develop and empower new transformational nurse leaders with the knowledge and skills to advance health policy.
  - Focus on the IOM recommendation on Transformational Leadership in three areas: leadership development, mentorship, and engagement in health policy.
  - Establish a system for sustainable mentorship where experienced nurse leaders engage and cultivate a protégé.

## Acknowledgements

Secured seed grant of \$3,500 from the RWJF Executive Nurse Fellows Alumni Association to the New York Executive Nurse Fellows (ENF). Center for Creative Leadership provided tools for use at the meeting and Coach for donation of handbags.

NY ENF Planning Committee with Credentials: Suzanne M Boyle, DNSc, RN, Joan Marren, MEd, MA, RN, Kathleen Leask Capitulo, DNSc, RN, FAAN, VHA-CM, Vivian Torres-Suarez, MBA, BSN, RN  
Speakers: Diana Mason, PhD, C, FAAN, RN, Connie Vance, EdD, RN, FAAN  
RWJF Executive Nurse Fellows from New Jersey, Connecticut and Pennsylvania for participating on conference calls and attending regional meeting. Fiscal and in-kind support from Visiting Nurse Service of New York and Greater New York Nassau Suffolk Organization of Nurse Executives and Leaders. Volunteers: Bronwyn Starr and Evelyn Perez

## Methods

- Convened planning committee to develop and pilot a Northeast Regional Meeting
- First pilot meeting hosted May 2012. Using *Visual Explorer™* and *Leadership Metaphor Explorer™* mentoring emerged as a key strategy for supporting leadership development (N=26 participants)
- Second NE regional seminar hosted February 1st 2013 of subject matter experts in transformational leadership and key stakeholders representing hospital, community based and public health organizations vested in developing and mentoring the next generation of nurse leaders to advance health policy (N=60 participants)

## Semi-structure Tool for Participants

1. What are the benefits of developing mentor relationships outside the nursing profession? (i.e. business, leaders, elected officials, health policy, lawyers) How do we develop a mentor "board of directors"?
2. What are some "best practice" models of mentoring in academe, the professional associations, and the clinical workplace that could be emulated?
3. What are strategic approaches to supporting mentor relationships and a culture of mentoring in the workplace?
4. As you grow professionally, the demands and stakes are higher. How can you find and attract good mentors to assist you?
5. The ethnic diversity has increased significantly giving rise to increase need for minority nurses. How can support their mentoring experience and recruit mentors who "look like them"?
6. Much can be learned from leaders outside of healthcare, how do you find and request mentorship from someone outside the nursing profession to develop political skill?
7. What strategies can be deployed to help Mentors and protégé identify time to build a relationship?
8. The challenges for nurse leaders to address the changing healthcare landscape continue to grow (i.e. increasing diversity, financial constraints, primary care shortages). What are the skill sets and types of mentoring experiences nurses should seek to meet these challenges?

## Emerging Themes

- Organizations:** (a) gain buy-in from organizational leaders on the importance of mentorship and (b) foster a culture change supporting mentor-protégé relationships.
- Academe:** (a) schedule time for mentors to stay current with health policy literature and meet with students, (b) bridge academe with practice showing engagement in policy to support mentorship of an emerging nurse leader.
- Professional Organizations:** (a) explore common interests with leaders and build "peer" mentoring opportunities, (b) uncover networking opportunities using social media and informational events, (c) tap into the talent pool of alumni networks and (d) join non-nursing professional boards, organizations, and local communities to influence policy.

## Results

- Participants identified key conceptual domains for transformational leadership for advancing health policy and articulated strategies for mentoring new nurse leaders in each domain.
- A call to action was launched on February 1, 2013 in partnership with RWJF Executive Nurse Fellows, NY Action Coalition, GNYNSONE, Metro Action Coalition and NY Academy of Medicine Nurse Fellows where 30 mentors committed to mentor a nurse for a minimum of one year by signing a pledge called "Mentors For Nurses" using the website Pledge Bank. As of June 30, 2013, a total of 177 nurse leaders pledged to identify an emerging nurse leader as a protégé

