

5 Columbia University School of Nursing

> Wanda Montalvo, MSN, RN **Doctoral Student Columbia University School of Nursing Jonas Nurse Leader Scholar and Primary Montalvo Consulting**

### **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 protégée.

## Acknowledgements

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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

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- Convened planning committee to develop and pilot a Northeast **Regional Meeting**
- First pilot meeting hosted May 2012. Using *Visual Explorer*<sup>TM</sup> and *Leadership Metaphor Explorer*<sup>TM</sup> 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)

# **Developing Transformational Leaders to Advance Health Policy**

Tener Goodwin Veenema, RN PhD MS MPH FAAN **Associate Professor** John Hopkins School of Nursing **President and Chief Executive Officer of the Tener Consulting Group, LLC** 

### **Methods**

## **Semi-structure Tool for Participants**

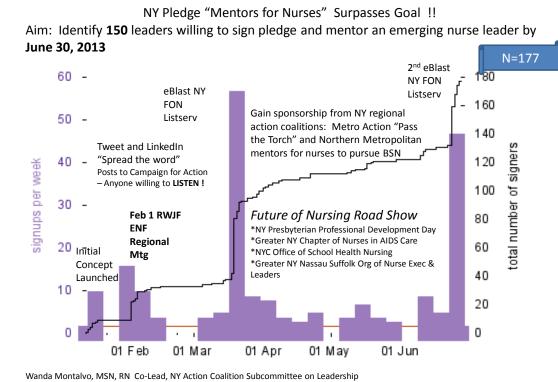
1. What are the benefits of developing mentor rela outside the nursing profession? (i.e. business, le elected officials, health policy, lawyers) How de develop a mentor "board of directors"?	eaders,
2. What are some "best practice" models of mento academe, the professional associations, and the workplace that could be emulated?	
3. What are strategic approaches to supporting me relationships and a culture of mentoring in the v	
4. As you grow professionally, the demands and s higher. How can you find and attract good ment you?	
5. The ethnic diversity has increased significantly to increase need for minority nurses. How can their mentoring experience and recruit mentors like them"?	support
6. Much can be learned from leaders outside of he how do you find and request mentorship from so outside the nursing profession to develop politic	omeone
7. What strategies can be deployed to help Mento protégé identify time to build a relationship?	rs and
8. The challenges for nurse leaders to address the of healthcare landscape continue to grow (i.e. incrediversity, financial constraints, primary care show What are the skill sets and types of mentoring enurses should seek to meet these challenges?	easing ortages).

### **Emerging Themes**

- change supporting mentor-protégé relationships.
- support mentorship of an emerging nurse leader.
- networks and (d) join non-nursing professional boards,

### Results

- Participants identified key conceptual domains for transformational leadership for advancing health policy and articulated strategies for mentoring new nurse leaders in each domain.
- with RWJF Executive Nurse Fellows, NY Action Coalition, GNYNSONE, Metro Action Coalition and NY Academy of a nurse for a minimum of one year by signing a pledge called "Mentors For Nurses" using the website Pledge Bank. As of emerging nurse leader as a protégé





• **Organizations:** (a) gain buy-in from organizational leaders on the importance of mentorship and (b) foster a culture

• 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

**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 organizations, and local communities to influence policy.

• A call to action was launched on February 1, 2013 in partnership Medicine Nurse Fellows where 30 mentors committed to mentor June 30, 2013, a total of 177 nurse leaders pledged to identify an

Email: wmontalvo1@aol.com or wm2288@columbia.edu Pledge site: http://www.pledgebank.com/MentorsForNurses