Nursing Leadership
At the Bedside, in the Boardroom and Beyond

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The history of nursing is filled with change and challenges that have shaped our profession and positioned today’s nurses at the forefront of patient care, patient advocacy and the evolution of theoretical and applied health-related research. The future of nursing is dependent upon strengthening our leadership competencies so that we may lead change and advance health.

Much has been written about the attributes of a great leader. Many experts believe that self-awareness is the most important leadership trait, and operating with self-awareness is the most powerful way to develop the leader within you. Ask yourself these questions:

- How do others perceive me?
- What motivates me?
- Do I have a strong moral compass that guides my actions?

No one would argue that courage, vision, passion, innovation and creativity also are strong leadership traits. However, integrity must be the guiding principle of one’s leadership to cultivate mutual respect and trusting relationships. The importance of maintaining one’s integrity, even during challenging times, is best illustrated by the following anonymous poem:

**Be careful of your thoughts,**  
_for your thoughts become your words;_  
**Be careful of your words,**  
_for your words become your deeds;_  
**Be careful of your deeds,**  
_for your deeds become your habits;_  
**Be careful of your habits,**  
_for your habits become your character;_  
**Be careful of your character,**  
_for your character becomes your destiny._

Your disposition is more important than your position, as leadership is all about relationships. And nowhere is this more relevant than within the nursing profession.

Not everyone will lead teams, head up hospitals or create policy. But every nurse can become a leader in health promotion, education and treatment. Every nurse can take responsibility for developing the confidence and competence to lead.

The essence of leadership permeates this issue of *Nursing Excellence*. You will be inspired as you read about Baptist Health nurses leading the way — in so many different ways. Our nurses authentically connect with the hearts and minds of the people around them and motivate others to achieve exceptional outcomes, transform patient care, facilitate the Magnet journey, excel in a clinical specialty and serve as role models in the community.

You also will learn about the Baptist Health Nursing Leadership Institute and the first 16 participants currently going through this exciting program. At Baptist Health, nursing leadership is evident at every level and across all settings. Our nurses are inspirational, unstoppable and lead from the heart with grace and humility.

Florence Nightingale said, “Let whoever is in charge keep this simple question in her head (not, how can I always do this right thing myself, but) how can I provide for this right thing to always be done?”

She would have marveled at all that nursing has become, and the leadership that prevails throughout our profession.
We’ve Found Our NICHE  — By Lakisha Coney, ARNP

Our 4MCVI team has the privilege of being the pilot unit for the NICHE rollout, and we are whole-heartedly preparing for this endeavor. Nearly 71 percent of our unit’s total patient population is elderly — the highest percentage of any unit at Baptist Hospital. As the unit-based advanced registered nurse practitioner of the cardiac telemetry unit at Miami Cardiac & Vascular Institute, I will lead our multidisciplinary team to provide elder-friendly care to patients age 65 and over.

The knowledge I obtained from NICHE’s Geriatric Resource Nurse course has prepared me to serve as a resource and offer reinforcement on nursing interventions that have a substantive and positive impact on patient care. I also will provide medical intervention as needed to ensure safe care and achieve positive outcomes for our patients.

Delivering consistent education and support to staff, patients and families on providing elder-sensitive care in a physical, emotional, mental and spiritual way will be the focus of everything we do.

Baptist Hospital

Message From Chief Nursing Officer Becky Montesino-King, DNP

Baptist Hospital recently received designation as a NICHE hospital, joining 13 other Florida hospitals and 530 hospitals nationwide. NICHE — Nurses Improving Care for Healthsystem Elders — is the only national designation indicating a hospital’s commitment to elder care excellence.

As chief nursing officer, two of my important responsibilities are maintaining high-quality patient outcomes and ensuring that Baptist Hospital nurses are very satisfied with their profession.

Last year, I noticed an age-related trend in the nurse-sensitive outcomes: The older a patient is, the more likely he or she will be seriously injured from a fall. Of course this makes sense, but awareness drives a desire to make a difference. Soon after making this observation, I attended two sessions at the national Magnet conference led by speakers from Magnet- and NICHE-designated hospitals. I was curious and thought, “OK, what is NICHE?”

I researched the NICHE designation and discovered it was exactly what we needed at Baptist Hospital. NICHE is a comprehensive program that provides the principles and tools needed to change a culture and achieve outstanding patient-centered care for older adults. After discussion with Baptist Hospital nurses, we embarked on the path toward achieving NICHE designation, determined to make a difference.

Why? Through 2030, 10,000 baby boomers will turn 65 each day. Medicare spends $555 billion now, and that number will almost double by 2020. Older adults are the core consumers of hospital care where hospitalization poses the most risks. Improving the care of elderly patients is critical.

Baptist Hospital nurses are preparing to meet the needs of our older population through comprehensive education and improved processes. We have completed the NICHE Leadership Training program, coordinated by Miami Cardiac & Vascular Institute Nursing Director Hal Augsburger, R.N., and we are developing unit-based geriatric resource nurses throughout the hospital.

Baptist Hospital is on its way to NICHE Exemplar status as an elder-friendly hospital.
Early Intervention Tool Supports Nurse Decision Making

Improving identification of early signs of patient deterioration was an exemplary outcome submitted in South Miami Hospital’s Magnet re-designation application. This initiative was led by an interdisciplinary team empowered to improve the Code Rescue and Code Blue processes and decrease issues related to these codes.

Nurse participants analyzed all code-related forms and documentation and identified several barriers. They determined that early signs of deterioration not always were acted upon in a timely manner. To address this issue, the group implemented an early intervention tool based on the Institute for Healthcare Improvement’s Early Warning Scoring System. They modified the tool and titled it MITE — Monitoring Intervention Tool for Escalation. MITE clearly delineates the criteria for care as a patient moves through a color-coded spectrum.

Hospital leadership approved the tool, and education rolled it out hospital-wide. Numerous interventions were implemented that have improved the quality of patient care. These efforts have decreased the code-related issues from 31 to 7 percent. Through teamwork and education, more codes are being called at the earliest signs of patient deterioration.

(Left to right) Aimee Green-Blumstein, R.N., Jennean Knowles, R.N., Jana Nesbit, R.N., and Milly Selgas, R.N., collaborated to improve patient safety and outcomes.
Today more than ever, healthcare leaders at every level must step up and transform patient care processes and outcomes. Healthcare is in a constant state of change, and new ideas and creativity are necessary to manage the day-to-day challenges of providing quality patient care. The best ideas come right from the edge, at the point of care. Our direct care nurses at Doctors Hospital are designing and implementing evidence-based clinical practices that are improving patient outcomes and the practice environment.

My arrival at Doctors Hospital as the new chief nursing officer sparked our shared governance chairs and co-chairs to investigate practices that our sister hospitals have in place. South Miami, Baptist and West Kendall nurses who are Magnet experts came and shared their structures, processes and success models. These best practices inspired our Unit Practice Council (UPC) chairs to transform our shared governance model by modifying bylaws and restructuring councils to enable greater participation and engagement.

Transformational leadership at the bedside is evident on several units at Doctors Hospital. Leading change on a busy med-surg floor and improving teamwork was a project for the UPC on 2 South. Direct care nurse and UPC chair Melissa Gomez, R.N., implemented a “buddy system” based on information she learned at a 2013 Magnet conference session. In an effort to improve response time to patient calls, every nurse and clinical partner is paired with a buddy during each shift. If the nurse or clinical partner cannot quickly respond to a patient call, the “buddy” is called. This initiative has reduced patient response time, decreased patient calls and improved teamwork and patient satisfaction.

On 3 West, Murielle Pariente, R.N., created a pilot program that changed practice and improved patient care by shifting times for vital signs and bundling tasks. The result has been fewer patient interruptions and improved relations with physicians and co-workers.

Doctors Hospital nurses are taking the lead to implement evidence-based changes to prepare for the challenges that lie ahead.
Although leadership roles vary, one skill that all leaders have in common is the ability to guide others. In healthcare, nurses certified in specialty areas assist and guide their peers to provide high-quality care to patients with complex conditions. At Homestead Hospital, we are fortunate to have four specialty-certified nurses.

The end-of-life journey can be long and painful for some patients. Our palliative care nurse, Linda Long, ARNP, guides patients, families, nurses and doctors through this delicate process. Care focuses on symptom management and patient quality of life. Direct care nurses turn to Ms. Long as a resource when planning compassionate care.

Infection Control is another specialized field, as epidemiology changes constantly. Our infection control nurse, Wendy Rey, R.N., keeps us up to date with current data and care methods. This knowledge helps nurses and doctors provide appropriate treatment to protect patients and caregivers.

A large percentage of the U.S. population suffers from diabetes — a chronic disease that requires lifetime care. Diabetes nurse educator Elva Diaz, R.N., educates patients, families and nurses about the disease and treatment methods. She also prepares patients and their families for discharge and continuity of care at home — an important step in managing this disease.

Some wounds do not heal well due to poor circulation, trauma or infection. Our wound care nurse, Mary Montejo, R.N., has advanced knowledge in the treatment of wounds. She consults with our nursing staff on patient cases and helps plan effective care.

These specialty-care nurses are “behind-the-scenes” leaders who significantly enhance the quality of care. Through their expert guidance, patient outcomes are improved. We appreciate their special skills and leadership.

Quiet Leaders

President Dwight D. Eisenhower defined leadership as “the art of getting someone else to do something you want done because he wants to do it.” This leadership philosophy is deep-rooted in nursing. We encourage patients to cooperate with their physician’s treatment plan. We prepare patients for discharge and teach their family members how to administer medications. Every day, Homestead Hospital nurses function as quiet leaders.

Susan Collins, R.N., MS5, is a very dedicated and caring preceptor. She is considerate of her co-workers’ needs and speaks up for them when necessary.

Gloria Gamboa, R.N., 3 South, embodies the qualities of a leader. She volunteers to mentor new employees, and nurses seek her advice about patient care.

Alex Valencia, R.N., ICU/PCU, explains the intricacies of critical care to patients, family and new nurses. He is the first to take an extra patient and pitch in when there is a crisis, and he does these things without fanfare.

In his book Good To Great, James Collins identifies five levels of effectiveness in leaders. He says “level five is the leader who combines professional will with personal humility.” These leaders “will march against any advice if they believe it is the right thing to do.”
Author and educator Shawn Grimsley says “servant leaders place the interests and needs of their followers ahead of their own self-interests and needs.” Servant leaders — and this includes employees, patients, families, physicians, customers and suppliers — focus on serving others. “The key to successful leadership today is influence, not authority,” says author and business leader Ken Blanchard.

Healthcare is the ideal setting for servant leadership to be practiced. At Mariners Hospital, servant leadership is exemplified at all levels. During executive and manager rounding, the characteristics of active listening, awareness and empathy are utilized to understand the concerns and views of employees, patients, families and physicians. This also is a time of community building. Leaders clarify participants’ goals and desires and explore avenues to reach those goals. Servant leaders provide information about organizational milestones and strategic plans and share resources that aid in the personal and professional growth of the people — and the community — they serve.

One example of servant leadership in action is the No One Dies Alone (NODA) program — a volunteer program that provides the reassuring presence of a volunteer companion to dying patients who would otherwise be alone. Jacqueline Gavin, ARNP, and Karol Harrelson, R.N., implemented NODA at Mariners Hospital during the summer of 2013. Trained NODA volunteers include nursing staff, nurse leadership, interprofessional departmental staff and the hospital Auxiliary members. I have volunteered for this program and feel fortunate that I have had the honor of serving patients at this crucial time in their lives.

Possibly the best example of servant leadership is when Jesus washed the feet of his disciples. He had the power to create the universe, but was humble enough to recognize the needs of his disciples and did not think himself too great to meet their needs.

Message From Chief Nursing Officer Cheryl Cottrell, R.N.

Leading Community Outreach

When the future of a beloved community relations effort was threatened, Patient Care Managers Sharon Detweiler, MSN, and Dawn Hire, MSN, led the nursing effort to keep the program going.

Mariners Hospital’s nurses proudly work together to provide hot meals for more than 80 people at God’s Kitchen. They know that solid partnerships with community organizations strengthen nursing practice and improve patient outcomes.

After meeting with the God’s Kitchen site coordinator to determine the need, Ms. Detweiler and Ms. Hire collaborated with nursing leadership to devise a plan to fund and staff the efforts, which include food shopping, meal preparation and delivery.

“We involved all nursing departments in this process, because our goal was to form a long-term outreach program that encourages all nurses to participate,” said Ms. Detweiler.

The hospital’s nursing team prepares appropriate, healthy meals to serve a very large and hungry crowd with multiple needs. The nursing team consistently assesses the well-being of the people who visit God’s Kitchen and looks for additional ways to serve them.

“This community outreach demonstrates our commitment to improving the health of local citizens, and allows us to connect with the community,” Ms. Hire said.
West Kendall Baptist Hospital

Message From Chief Nursing Officer Denise Harris, R.N.

“Real leaders create more leaders, not followers.”
— Dr. Kimberly Alyn, How to Inspire People to Do More.

At West Kendall Baptist Hospital, nurses enthusiastically embrace hospital and corporate processes that support nurse leadership development from bedside to boardroom. Our high National Database of Nursing Quality Indicators job satisfaction and employee engagement surveys tell us that our nursing team agrees that Baptist Health is the best place to be your best.

The Professional Nursing Advancement Program (PNAP) recognizes leadership advancement in clinical practice. Since the program started in 2011, 22 nurses at West Kendall Baptist have been promoted to advanced nurse and four to expert nurse. These nurses now serve as role models of nursing excellence.

A core leadership competency at Baptist Health is “directing and developing others.” West Kendall Baptist nursing leaders serve as active mentors and coaches for the professional development of all bedside nurses throughout the organization — clinical nurse educators, patient care supervisors, assistant patient care managers and other nursing leadership positions.

Professional development is one of eight elements of our hospital’s Professional Practice Model, and advancement and promotion of our bedside nurses is one example of how we live our practice model. Since 2013, West Kendall Baptist has promoted 10 bedside nurses to patient care supervisors, one to assistant patient care manager and two to clinical educators.

The new Baptist Health Nursing Leadership Institute combines evidence-based practices and principles of talent management to successfully groom bedside nurses for leadership roles. Participants are recommended by their nurse leaders and complete a rigorous process for acceptance. We are proud to say that five of our nurses have been accepted into the inaugural cohort.

Our bedside nurses are embracing and leveraging the rich culture of advancement and professional development at Baptist Health, demonstrating their passion and commitment to nursing excellence.

A Leadership Journey

Assistant Patient Care Manager Emily Rocha’s path to leadership at West Kendall Baptist Hospital perfectly illustrates the saying, “Luck is a matter of preparation meeting opportunity.”

After earning a bachelor’s degree in nursing at the University of Miami and gaining significant pediatric experience at a children’s specialty hospital in California, Ms. Rocha returned to Miami and joined the newly opened West Kendall Baptist Hospital. She knew there would be amazing growth opportunities in a brand-new facility. Balancing her responsibilities as a staff nurse in the new Pediatric Emergency department with her studies in PNAP, Ms. Rocha began to lay a foundation for the future.

“As I progressed through the PNAP requirements, I earned a master’s in nursing, completed my Critical Care Pediatric Nursing certification and looked for ways to contribute to hospital committees,” Ms. Rocha said.

When the Pediatric Emergency staff established a Unit-based Practice Council, Ms. Rocha’s peers nominated her to serve as secretary, and later she became chair. When the Emergency assistant patient care manager position opened up right before she left for maternity leave, Ms. Rocha began a series of interviews and had her final one the day her baby was born. She returned three months later with a promotion.

Ms. Rocha has advice for other young professionals who seek to lead: “Get involved and build your knowledge,” she said. “Go to staff meetings so you can hear your leaders’ updates and insights. You can use those insights as motivation to prepare yourself.”

Emily Rocha, MSN.
According to the 2011 Institute of Medicine report *The Future of Nursing: Leading Change, Advancing Health*, we are facing a nursing workforce shortage and nursing leader shortage. To stay ahead of this challenge, Baptist Outpatient Services has taken a proactive approach to this rising dilemma — a “grow from within” strategy.

The talent management process within Baptist Outpatient Services starts immediately upon joining our family. A team member’s potential leadership ability and personal interest in growth and development are assessed upon hire. After a team member has been identified as a potential leader, a focused development strategy and formal training begins.

One key strategy is the Emerging Leaders program (EML). The six-month program taps into the talents of team members who exhibit leadership potential. EML participants learn through a series of workshops, project practicum and exposure to processes within Baptist Health.

Participation in this program is open to any team member from any discipline. This multidisciplinary approach helps participants learn to navigate our various product lines and exposes them to different perspectives. As one of our graduates stated, “Being part of the Emerging Leaders program was one of the most beneficial career experiences. It challenged me to get outside of my comfort zone while developing leadership skills that will serve me well in my future as a leader.”

Early identification of future leadership candidates and their participation in the EML program have proven successful, as many team members have been promoted to leadership roles.

“As we look for nurse leaders, we find that these candidates already have what we need,” said Aida Barragan, Baptist Outpatient Services talent management consultant. “They already understand our business and, through the EML program, have learned how to manage the challenges of leading people as it relates to our values and our culture.”

The EML program has exceeded expectations in our “grow from within” strategy aimed at securing future leadership talent in an ever-changing and competitive industry.

**Path to Success: Versant Nurse to Clinical Manager**

Jessica Granda, R.N., began her career at Baptist Outpatient Services in 2009 as a nurse resident in the Versant Perioperative program. Ms. Granda was considered a pioneer in the operating room setting because, traditionally, only experienced nurses were hired in this setting.

Ms. Granda’s leaders at Baptist Medical Arts Surgery Center — Frank Lago, director, and Virginia Collazo, nurse manager — identified her as a potential nurse leader. With their support, Ms. Granda transferred to South Miami Ambulatory Surgery Center to be mentored by Nurse Manager Kimberly Ronselli. As part of her leadership development, Ms. Granda entered the Baptist Outpatient Services EML program in October 2013.

“The Emerging Leader program helped me gain valuable knowledge and insight,” Ms. Granda said. “I learned effective resource utilization, time management and other skills necessary for effective leadership.”

When Ms. Ronselli was promoted to director of the Center, Ms. Granda interviewed for the role of clinical manager and was promoted. Her path to success was rich with experiences, training and mentorship that effectively prepared her for this leadership position.
Meet the first Nursing Leadership Institute cohorts, and discover what nursing leadership means to them. Pictured in the back row, left to right are:

**Obed Bello, MSN**, Baptist Hospital Emergency. Mr. Bello is an instructor at Nova Southeastern University. He says that at the end of a long shift there is nothing like hearing a patient, family member or co-worker say “thank you” for everything you do. Mr. Bello feels great leaders should “give back, transform, inspire and pay it forward.”

**Rose Celan, R.N.**, Baptist Hospital cardiovascular unit. The busy nurse is a mother to an energetic 2-year old, a youth mentor in the community and a student seeking her bachelor’s degree in nursing. Ms. Celan says she chose the nursing profession because she “knew it would be both spiritually and emotionally fulfilling.”

**Fiona Brandt, R.N.**, South Miami Hospital NICU. Ms. Brandt is currently pursuing her master’s degree. It is a privilege to teach parents how to take care of their baby, she says. Her vision of a nurse leader is “someone who goes beyond managing people and projects. A leader empowers others to achieve goals, either personally or as a unit.”

**Roselle “Zell” Okubo, R.N.**, Centralized Staffing, Homestead and West Kendall Baptist Hospitals Medical Surgical. Nursing is a third career for the Baptist Nurse Scholars graduate. Mrs. Okubo has rich leadership experience in business and also taught elementary school and says helping others is the common thread in her career choices. Her leadership goal is to “be a rainmaker and enact change and prosperity for all levels of the organization.”

**Victoria McCue, R.N.**, certified pediatric nurse, West Kendall Baptist Hospital. As the Nursing Standards and Improvement coordinator, Ms. McCue empowers direct care nurses to achieve better outcomes through performance improvement, evidence-based practice and research projects. She feels it’s important for nurse leaders to “be inspirational, promote teamwork, encourage staff to become more involved and create a healthy work environment.”

**Roberto L. Roman Laporte, MSN**, certified medical surgical nurse, Doctors Hospital Medical-Surgical Oncology. Through the Baptist Scholars program and tuition reimbursement, Mr. Roman Laporte has earned associate’s, bachelor’s and master’s degrees in nursing. He enjoys teaching others and defines nursing leadership as “the ability to transcend and lead a group of nurses to be the best that they can be.”

Pictured in the front row, left to right are:

**Vanessa Karge, R.N.**, certified neonatal intensive care nurse, South Miami Hospital NICU. Ms. Karge serves as the NICU’s acting supervisor. She finds it extremely rewarding to help babies overcome incredible obstacles and help families bond. She says being a leader means “being a role model and making a difference in a positive way.”

**Eleni Miralles, R.N.**, West Kendall Baptist Hospital Emergency. Ms. Miralles enjoys educating patients and family members about their health and empowering them to lead better, healthier lives. The 10-year Baptist Health veteran is inspired by her CNO, Denise Harris, R.N. “I admire the fact that she has worked her way up in the healthcare system,” Ms. Miralles said.

**Samantha Martinez, R.N.**, certified advanced cardiovascular life support and pediatric advanced life support, West Kendall Baptist Hospital Emergency. Ms. Martinez is a Baptist Scholars program graduate. She loves the fact that every...
More than 1,000 Baptist Health nurses have graduated from the Versant R.N. Residency Program –– a program that provides newly licensed nurses with the support and guidance necessary to develop key nursing skills. Now it’s time to build on that success with a program that supports the development of Versant graduates –– and all emerging nurse leaders, says Yvonne Brookes, R.N., director of clinical learning.

The Baptist Health Nursing Leadership Institute (NLI) was launched Aug. 20 with 16 nurse interns. (Meet the first cohort in story at left.) Under the direction of Ms. Brookes, NLI provides a dynamic learning environment for the development of leadership competencies that influence an enthusiastic work environment, promote innovation, maximize productivity and foster retention.

The leadership curriculum is based on Ida J. Orlando’s theory for the nursing leadership framework. This means that the Institute focuses on leadership in nursing as opposed to management in nursing, explains Ms. Brookes.

“Our nurses demonstrate leadership in so many ways,” she said. “They hold traditional leadership roles like patient care manager, and they lead the way by demonstrating competencies on the unit and managing very complex patient- and family-care cases.”

Emerging leaders accepted into NLI will attend one monthly eight-hour training session for 12 months. Clinical Learning Educators Solimar Figueroa, MSN, and Kayce Tugg, MSN, will coordinate the subject matter, which will focus largely on teaching intangible skills, according to Ms. Figueroa. She and Ms. Tugg will facilitate the sessions using the Harkness Method –– a dynamic roundtable teaching style that fosters a sense of collaboration and encouragement that continues when the session is over.

“With the Harkness Method, traditional lectures are replaced by discussions, and teachers act largely as facilitators,” Ms. Figueroa explained. “The focus is on the students, not on the instructor. Participants learn from each other and learn to think critically, listen analytically and interact respectfully.”

In addition to attending the monthly sessions, NLI participants also:

- Maintain a collegial relationship with the program advisor.
- Create an individual leadership development plan.

The Baptist Health clinical learning team and chief nursing officers met with the first 16 Nursing Leadership Institute participants in August to kick off the program.

Nursing Leadership Institute Prepares Emerging Nurse Leaders

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Design, implement and manage a leadership project that produces practice outcomes aligned with the Baptist Health mission and vision.

Participate in on-site rounding with the program advisor and mentor, as appropriate.

Participate in the ongoing leadership competency.

The Institute is not intended for nurse managers, and candidates do not have to be graduates of the Versant R.N. Residency Program to be considered. Nurses who meet specific employment criteria are identified by unit managers using the Leadership Competency Assessment Guide — a guide that analyzes a nurse’s characteristics, knowledge, abilities, traits, mindset, way of thinking and skills that drive outcomes. The next step in the candidate selection process is a panel interview with members of the Learning Assessment Center and a case scenario presentation.

“We’re looking for future leaders and mentors who have strong ethics, values, character and a commitment to the common good,” said Ms. Brookes. “The goal is that nurses who have participated in the Institute will lead the way, motivate and influence their peers and the entire organization and communicate clearly a vision of the future — a future that is very bright for Baptist Health nurses.”

**Shared Governance Gives Advanced Practice Nurses a Strong Voice**

Systemwide shared governance was the central topic discussed by more than 50 Baptist Health advanced practice nurses at focus groups facilitated by Maria Suarez, ARNP, assistant vice president of Advanced Clinical Practice.

“A shared governance model gives frontline caregivers the opportunity to be involved in the decision-making process,” explained Ms. Suarez. “In nursing, shared governance empowers nurses to take the lead on issues that affect their practice.”

Those issues include patient safety, clinical practice, professional development, staff scheduling, nursing education, performance improvement and evidence-based practice.

“Shared governance improves nursing morale and engagement,” said Ms. Suarez. “It is the foundation for excellence in patient care, efficiency of operations and professional growth of advanced practice nurses.”

The focus groups provided advanced practice nurses the opportunity to propose initiatives that will enhance their personal development and produce better patient outcomes. These include:

- Having a voice as it relates to their practice.
- Establishing a training program for new advanced practice nurses.
- Instituting more evidence-based practices to guide patient care.
- Having the ability to share best practices with each other and other nurses.
- Implementing quality and peer review within the organization.
- Showing their added value and return on investment to the organization.
- Establishing additional research opportunities for all nurses.
- Providing opportunities to showcase nursing research.
- Instituting advanced practice nursing recognition programs.

“The utilization of advanced practice nurses in the organization helps to avoid delay of care,” Ms. Suarez said. “They positively impact Baptist Health’s patient satisfaction scores and are responsible for the national nursing quality indicators scores in their practice area.”
Failure Nurse (CHFN). Certified Heart Elizabeth Stone, R.N.

Michael Pujol, R.N. Certified Wound, Ostomy and Continence Nurse (WOCN); Healthcare Quality, (CPHQ); NIC); Certified Professional in Suzanne Parchment, MSN Registered Nurse, Certified in Neonatal Intensive Care (RNC-

Cruz, MSN Neonatal Nurse Practitioner, Board-certified Jennifer Executive Advanced, Board-certified (NEA-BC); Jennifer Rodriguez, R.N., Deyvis Sanz, R.N., Denisys Tunez, R.N.

Please recycle.