ADDRESSING BARRIERS IN LEADERSHIP FOR NURSES

A TOOLKIT FOR NURSES TO SHAPE THE FUTURE OF HEALTHCARE THROUGH NURSING LEADERSHIP

LETTER FROM THE FLORIDA CENTER FOR NURSING EXECUTIVE DIRECTOR

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Welcome to the *Addressing Barriers in Leadership for Nurses Toolkit*. Along with our partners at the Florida Blue Foundation, we hope that you will find this material helpful in your pursuit of a leadership role to advance nursing in Florida. The Florida Action Coalition Leadership Action Team believes that nurse leaders can be found in all settings and positions, regardless of formal title, and that all nurses can and should be leaders in their own professional roles and environments.

In 2013 the Florida Center for Nursing was awarded a Robert Wood Johnson Foundation State Implementation Program grant with a funding match from the Florida Blue Foundation. Our project, *Promoting Nurses as Leaders in Florida to Advance Nursing and Health Policy,* has as its overall goal to achieve Recommendation 7 of the Institute of Medicine Report, the Future of Nursing: Leading Change, Advancing Health – Prepare and enable nurses to lead change to advance health.

Thank you for your interest in breaking down barriers that may be preventing you from achieving a leadership role. Please let us know about your future successes. We wish you the very best!

Mary Lou Brunell

Special Thanks To Our Advisory Panel:

Florida Action Coalition Leadership Action Team

INTRODUCTION

This toolkit provides guidance and resources to aspiring nurse leaders. It was developed by the Florida Action Coalition as a result of findings from a grant funded by the Robert Wood Johnson and Florida Blue Foundations, titled "Promoting Nurses as Leaders in Florida to Advance Nursing and Health Policy".

The focus of this toolkit is on overcoming barriers to attaining leadership positions, by providing resources to assist nurses in pursuing leadership opportunities. The toolkit is offered to all nurses and nursing students of all areas and specialties to help attain and improve their leadership skills.

HOW TO USE THIS TOOLKIT:

This toolkit is structured in two components. First, results from a Florida state study regarding barriers to attaining leadership positions are revealed. These barriers are discussed in detail, and references are provided for further evidence of how to address and understand the barriers.

Next, tools are provided for both aspiring and existing nurse leaders. This section concludes with resources to address barriers to leadership for the entire nursing profession, including examples of ways to improve the perception of nurses as leaders.

Finally, a start-up "Personal Action Plan" is included to serve as a starting point for individuals to use the information contained in the toolkit to address individual and profession-wide issues for nurse leaders. This "Personal Action Plan" encourages nurses to ask what their personal goals are and how they can achieve them, as well as what each individual nurse can contribute to the nursing profession.

Although resources are included in each section, many more resources are made available on the FL-AC website (http://www.flcenterfornursing.org/FLActionCoalition/RWJFGrantPromotingNurseLeadership/LeadershipDevelopmentResources.aspx). Please note that the Leadership Action Team of the FL-AC has developed this web page as a resource to help identify and explore sources available for those seeking to develop successful leadership characteristics. All the information is published in good faith. The hyperlinks provided are intended to supply useful and ethical information with regard to leadership and leadership development. We are not responsible for information or content, nor do we imply a recommendation for all the content available. Assessment of the competency criteria for each resource is based on a review of information available on the web, and is not based on enrollment or completion of content. Our goal is to "create pathway or systems to identify and communicate leadership opportunities for nurses in Florida." The site, and this toolkit, are intended for students, faculty, nurses, and nurse leaders looking to develop and promote nursing leadership. If you notice any information that should be corrected or updated, please contact us at nursectr@ucf.edu

Leadership opportunities are also listed on the website, and include offerings in various agencies and boards (http://www.flcenterfornursing.org/FLActionCoalition/RWJFGrantPromotingNurseLeadership/LeadershipOpportunities.aspx).

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BARRIERS

The identification of the "barriers" to attaining nursing leadership can help to provide nurses with strategies to overcoming these obstacles and attain positions where they have influence on health policy, and thereby improve the health and healthcare for all Americans.

According to *Nursing Leadership from Bedside to Boardroom,* opinion leaders identified top barriers to nurses' increased influence and leadership as not being perceived as important decision makers or revenue generators compared with physicians; nurses' focus on primary rather than preventive care and nursing not having a single voice in speaking on national issues. The Florida Action Coalition's RWJF/Florida Blue Grant supported these findings and uncovered additional barriers to assist nurses in their leadership journey.

Question	Major barrier	Minor barrier	Not a barrier
Nurses, as compared to physicians, are not seen as revenue generators	75.97%	19.22%	4.81%
Visibility of nurses in policy making	70.43%	25.89%	3.68%
A lack of a single voice among nurses in speaking on state issues	68.06%	25.84%	6.10%
Public perception of nurse roles, as compared to physicians, as important health care decision makers	67.60%	26.82%	5.57%
Current compensation rates for nurses	63.70%	30.28%	6.02%
Perception of a lack of long term strategic vision from nurses	56.38%	36.34%	7.28%
The stereotypes of nursing compared to other health professions	48.92%	38.16%	12.92%
A focus of resources on acute care, rather than preventive care and health maintenance	46.20%	40.05%	13.75%
A lack of opportunities for nurses to advance into leadership positions	45.90%	41.38%	12.72%
Varying education levels among nurses	42.80%	44.69%	12.51%
The media's depiction of nurses compared to other health professions	42.53%	40.11%	17.36%
Level of accessible leadership education for nurses	41.66%	44.11%	14.24%
Level of confidence among nurses	35.06%	49.18%	15.76%
High proportion of women in the nursing field	26.85%	42.52%	30.63%
Education compared to physicians	24.62%	46.20%	29.18%
Diversity among nurses	13.22%	45.08%	41.70%

BARRIER #1: "NURSES ARE NOT PERCEIVED AS IMPORTANT DECISION MAKERS AND REVENUE GENERATORS"

Both nurses and opinion leaders in healthcare, academia, and government identify that nurses are not viewed as important decision makers or revenue generators. This belief creates an obstacle for nurses in attaining influential leadership roles and influencing health policy and reform. The first line of attack is that of awareness and insight into this barrier. Nursing needs to educate, encourage dialogue, and problem solve on this impediment.

Nurses not being seen as revenue generators stems largely from the practices utilized in the acute care setting. There is not billing provision for nursing services which lead to lumping nursing service into one large cost code. The focus is on cost and not productivity. Changes will require policy alterations. In addition, the health care industry needs to pay more attention to nursing indicators, outcomes and the effect that nursing has on the total costs of healthcare. These issues require big changes in practices, conversations and how nursing communicates it role.

REFERENCES

Barriers to Nurses' Ability to Contribute to Improvements in Planning Policy Development, and Management of Health Systems

http://www.rwjf.org/en/about-rwjf/newsroom/newsroom-content/2010/02/barriers-to-nurses-ability-to-contribute-to-improvements-in-plan.html

How Health Care Cost-Cutting, Media Stereotypes, and Medical Hubris Undermine Nursing and Patient Care

https://www.truthaboutnursing.org/media/books/nursing_odds.html

It had long since come to my attention that people of accomplishment rarely sat back and let things happen to them. They went out and happened to things.

-Leonardo da Vinci

Although nurses do receive public accolades as the "most trusted" profession, they tend to be less visible than physicians in media coverage, public policy, and political communities. Nursing and its issues, including workforce, are often overshadowed by larger debates regarding health care reform. A study surveyed healthcare "thought leaders" and stakeholders about the influence and visibility of nurses in shaping national health policy and found that as respondents had heard about nursing issues they did not view nursing as proposing effective policy recommendations[i].

One suggestion is for nursing to promote research and solutions regarding policy and develop data bases of findings and solutions that can be easily accessed. Although health policy education for nursing students is beginning to take hold it should be present at all levels of nursing education.

REFERENCES

Health Policy Thoughtleaders' Views of the Health Workforce in an Era of Health Reform

http://www.sciencedirect.com/science/article/pii/S0029655410002654

The most common perception of Nurses describes them as "caring" and highly respected. One should wonder as to why nurses are not seen as policy makers and why this respect hasn't always translated into an adequate supply of individuals who want nursing as a career. An ongoing effort is necessary to educate the public and policy makers, expand the production of faculty, and bring creative approaches to financing education and workforce improvements. Much of the study around this issue is more than 5 years old and focused on nursing as a career choice. It is essential that the perceptions of nurses by the public and the media be studied as the healthcare system/environment evolves with a focus on nurses as leaders and policy makers.

Although there has been significant focus on the image of nurses in television media it generally has not made a difference in the public perception and in some cases the exposure has lead to respect and a positive influence. There is a big need for more current study on the public perception of nurses and more information to the public regarding the need for advanced degrees and faculty. A new television series about New York hospitals presents real life patient care where nurses and physicians are shown caring for patients. It will be interesting to see how this affects public perception of nursing.

REFERENCES

New Series TV Looks at New York Hospitals

http://newsok.com/new-series-tv-looks-at-new-york-hospitals/article/3690151

Public Perceptions of Nursing Careers: The Influence of the Media and Nursing Shortages

http://www.ncbi.nlm.nih.gov/pubmed/18616051

Nurses make up the largest group of health care providers. If nurse could unite, collaborate and speak with a single voice we could impact health policy in a significant way. David Benton, Chief Executive Officer of the International Council of Nurses, speaks of the need for "all nurses to do their part and use a wide range of opportunities creatively, and with clarity of intent, to improve the profession and the lives of the millions of people who depend on us…it is essential that nurses are able to effectively influence change at local, organizational, systems, national, regional, and international levels".

"INDIVIDUAL COMMITMENT TO A GROUP EFFORT — THAT IS WHAT MAKES A TEAM WORK, A COMPANY WORK, A SOCIETY WORK, A CIVILIZATION WORK"

Vince Lombardi

There is power in numbers, yet they need to be organized with a single powerful voice. Professional nursing associations can serve as a facilitator but they too must collaborate as a team network and strong coalition. Nursing must be out front in policy issues, address emergent needs, coordinate action, use the power of communication, identify allies from other groups and celebrate successes.

If each nurse would take every opportunity to learn from the experiences of colleagues throughout the world and to initiate and influence policy development, we would have the expertise, strength, and knowledge to lead the world to better health

- David Benton, CEO, ICN

REFERENCES

Advocating Globally to Shape Policy and Strengthen Nursing's Influence

http://nursingworld.org/MainMenuCategories/ANAMarketplace/ANAPeriodicals/OJIN/TableofContents/Vol-17-2012/No1-Jan-2012/Advocating-Globally-to-Shape-Policy.html

A profession provides a needed service to society, advances knowledge in its field, is a discipline, members have autonomy in decision making and practice and has a code of ethics. Nursing is a profession and not "just" a job. For those considering nursing as profession should be advised it is a commitment beyond hours worked and a paycheck. For nursing to advance and advance health policy, profession members must be engaged and participate as a change agent and policy advocate. Nursing education programs and employers should look for and value these traits in nursing professionals. Nurses have professional and ethical responsibilities to advance the profession, by participate in the community, be knowledgeable of public health issues Nurses have a duty to stay abreast of national and global health concerns, A nurse must also stay educated about health policy issues, access to care, violations of human rights and opportunities to contribute to policy making.

Nurses are trusted by the public, knowledgeable about providing healthcare and do have a credible voice. Caring, compassion, and commitment are important traits. Unfortunately for many nursing professionals they are not well versed in public health policy issues and how to influence them. In order for nurses to be effective in shaping the future of health care they must also be skilled leaders, advocates and change agents. This requires skilled and expert knowledge of the current healthcare environment. This knowledge area should be in all nursing curriculums at all level of education. These skills will enable nurse to educate patients, the public and policy makers.

REFERENCES

Shaping Public Health Nursing Practice: A Policy Development Toolkit

http://sspw.dpi.wi.gov/files/sspw/pdf/snpolicytoolkit.pdf

What is Professional Responsibility in Nursing?

http://work.chron.com/professional-responsibility-nursing-10086.html

Private Health Policy Toolkit

https://www.wbginvestmentclimate.org/toolkits/public-policy-toolkit/

Health Service Planning and Policy-Making: A Toolkit for Nurses and Midwives

http://www.worldcat.org/title/health-service-planning-and-policy-making-a-toolkit-for-nurses-and-midwives/oclc/62162757

BARRIER #6: LACK OF LONG TERM VISION (JUST A JOB)

Decisions that leaders make determine the future. Leaders make decisions regularly and with an eye on the future and the long-term. Succumbing to short-term issues and crisis day-to-day may result in poor business outcomes for the long term. All challenges are not easily predicted and it is the responsibility of leaders to see the big picture and look toward the future. A long-term vision clarifies what a group is building toward. Attention to the present must be supported by a clear future vision with future goals and ongoing evaluation.

REFERENCES

Why leaders need a long-term vision

http://leadonpurposeblog.com/2013/12/27/why-leaders-need-a-long-term-vision/

The Leadership Process Model - Leadership Skills

http://www.mindtools.com/pages/article/leadership-process.htm#

Why a Long-term Vision Is an Essential Part of Leadership

http://hr.answers.com/coaching/why-a-long-term-vision-is-an-essential-part-of-leadership

BARRIER #7: NURSING FOCUS ON ACUTE CARE RATHER THAN PREVENTION AND MAINTENANCE

The transformation of our healthcare system provides for a greater attention to patient-centered care, the delivery of more primary care and the delivery of more care in the community rather than the "acute" care setting. Not only does this promote the expanded scope of practice for APRNs but requires more nurses at all levels of practice to move into the community, health promotion and prevention. In order to accomplish this transition, future nurses, students and practicing nurses must be exposed, educated and prepared for these opportunities. Attention to the skill sets required for nurses outside of acute care practice settings is essentials. Nursing educators, nursing administrators and policy makers will need to focus on this issue.

REFERENCES

The future of nursing practice:

http://www.iom.edu/Reports/2010/The-Future-of-Nursing-Leading-Change-Advancing-Health/Report-Brief-Scope-of-Practice.aspx

Nursing's Prescription for a Reformed Health System

http://www.aannet.org/assets/docs/RaisetheVoice/rwjf_charting%20nursing%20future_mar09.pdf

Preparing to change from acute to community-based care. Learning needs of hospital-based nurses

http://www.ncbi.nlm.nih.gov/pubmed/9159612

BARRIER #8: LACK OF OPPORTUNITIES FOR ADVANCEMENT

Nurses have identified a lack of opportunities for advancement as a barrier to leadership. With an expected need for 26% more nurses between now and 2020 many opportunities will become available for nurses to advance. These opportunities may not be readily apparent and will take intentional action to locate them. Increase in leadership roles come from a variety of sources including advancements in technology, focus shift to preventative care, improved access to insurance options, and positions that will become available as baby boomers retire. In order to be prepared for these opportunities nurses must improve and expand skills that the market will require. Developing a plan and a strategy will require networking, business cards, online resume, references, social networking profiles, membership and participation in professional organizations, conferences, blogs and chat sites. Most important is the individual self as the driving force.

REFERENCES

Networking Efforts to Advance Your Career

http://www.saintpetersuniversityonline.com/resource/nursing/networking-tips-to-advance-your-nursing-career

What advancement opportunities would an RN have?

http://wiki.answers.com/Q/What_advancement_opportunities_would_an_RN_have

5 Career Mistakes that Might be Holding you Back

http://www.content-loop.com/five-career-mistakes-might-holding-back/

After almost 40 years have passed since the American Nurses Association published the position statement calling for the baccalaureate degree as the entry level into nursing practice the nursing profession remains in a lack of agreement. Not only does confusion exist within the nursing profession, but also the public and policy makers are perplexed and puzzled. This is, in part, due to a single license, common entry level roles for new graduates, and a largely absent pay differential for Associate and Baccalaureate prepared nurses. Nursing has yet to standardize its educational path along with states and their regulatory bodies. Nurses, the largest group of health care providers continues to rank as the least educated group. Whatever one's personal beliefs regarding education levels for entry into practice, the educational standards and levels of preparation do influence public and professional perceptions. In order for nursing to claim its appropriate role and power in the evolving health care system there needs to be a clarity as to the education and preparation of professional nurses and their role in the health care delivery system.

REFERENCES

Education for professional practice: Looking Backward into the Future

http://www.nursingworld.org/MainMenuCategories/ANAMarketplace/ANAPeriodicals/OJIN/TableofContents/Volume72002/No2May2002/EducationforProfessionalNursingPractice.html

BARRIER #10: LACK OF ACCESSIBLE LEADERSHIP EDUCATION AND DEVELOPMENT

There is great demand to increase the supply of competent nurse leaders. The current health care environment has created the need for nursing to lead policy discussions and influence direction for the future. In addition nurse work environments and roles have increased in complexity, creating a greater need for access to evidence-based, future oriented leadership education and resources. Leadership education, both in academia and the work place, requires increased funding, evidence and research based knowledge, and sharing of best practices. Organizations need to invest more into developing future leaders and enhancing the skills of those currently in leadership positions. Leadership skills and competencies need to be accessible to students, novice leaders, managers and executives in all nursing practice settings. Opportunities to develop leadership skills and identify mentors are also available through participation in professional nursing organizations. Leadership development begins with the novice nurse and continues through the various ranks to executive positions.

REFERENCES

Growing Future Nurse Leaders to Build and Sustain Health Work Environments

http://www.nursingworld.org/MainMenuCategories/ANAMarketplace/ANAPeriodicals/OJIN/TableofContents/Vol152010/No1Jan2010/Growing-Nurse-Leaders.html

Women's Leadership Development in Nursing

http://www.sagepub.com/northouse6e/study/materials/reference/reference1.2.pdf

Encouraging clinical nurse empowerment

http://www.nursingcenter.com/lnc/journalarticleprint?Article_ID=1690253

Challenges to Developing and Providing Nursing Leadership

http://www.longwoods.com/content/17016\

Health care leadership academy: a statewide collaboration to enhance nursing leadership competencies

http://www.ncbi.nlm.nih.gov/pubmed/18990893

WHAT YOU CAN DO TO MEET YOUR OWN LEADERSHIP GOALS?

IMPROVE YOUR COMMUNICATION SKILLS

As part of the SIP grant, nurse leaders throughout the state were asked which skills and competencies were essential for aspiring leaders. Communication was listed as the number one skill necessary for success in today's healthcare environment by leaders of all types (voluntary or employed leadership positions). Effective communication not only improves patient satisfaction, compliance, and recovery[ii], but also promotes more effective collaboration among healthcare providers[iii]. Research suggests that nurses should improve communication skill sets including collaboration, credibility, compassion, and coordination. Some techniques are listed in the table below.

Communication Skill Set	Sample nonverbal and verbal techniques
Collaboration	Actively listen to team members' ideas by summarizing what was heard and seeking clarification when needed
	Offer ideas and opinions using professional nursing practice rationale
	Talk routinely with physicians and other team members to identify and solve patient care problems
	Ask open-ended questions where appropriate to follow up with probing questions for more information
	Present information to team members in a concise and organized manner
Credibility	Speak in a clear and confident tone of voice
	Use specific and accurate language when conveying information
	State respect for others' viewpoints but address points of disagreement directly
	Change communication style to meet needs of team members
	Show calm and detached manner in conflict situations; focus on objective data rather than on personal feelings
Compassion	Use facial expressions and body language that invite others to communicate
	Use touch when appropriate to provide reassurance, esteem, and belonging
	Express respect and appreciation for the contributions to patient care made by other team members
	Respond with positive feedback and support when others share feelings and uncertainties
	Speak up for team members when they are intimidated by others
Coordination	Clearly delegate tasks to subordinates and provide clarification regarding job expectations
	Provide updated and accurate information to others throughout shift
	Offer guidance to team members when needed or solicited
	Ask team members for their input and positively reinforce their information-sharing activities
	Serve as liaison between team members who have limited contact with one another

Table 1: Adapted from (Apker, J., et al., 2006)[iv]

There are various resources to improve communication skills among nurses, and an even greater number dedicated to improving communication skills among aspiring leaders. A sampling of these resources is listed here. Interested nurses are encouraged to visit the SIP Resources Page, as well as follow the Florida Action Coalition social media pages for frequent updates.

RESOURCES:

HOW GREAT LEADERS INSPIRE ACTION: A powerful model for leadership, with a focus on inspirational communication by Simon Sinek; this free TEDTalk provides tips that illuminate the qualities that make a great leader.
http://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action

HARVARD BUSINESS REVIEW IDEACAST: This audio podcast features breakthrough ideas and commentary from the leading thinkers in business and management. These are available, and can be subscribed to, for free on iTunes.
https://itunes.apple.com/podcast/hbr-ideacast/id152022135?mt=2

AMERICAN NURSES ASSOCIATION LEADERSHIP INSTITUTE: The ANA provides nurses the opportunity to participate in a 3 part series titled "Change Ahead: Seminar Series for Emerging Nurse Leaders" that offers real world strategies, learning through case studies, and access to experts in the field. This series includes information on how to negotiate conflict, prime yourself for change, and change environments by becoming a holistic leader.
The cost for this course is $180 for non-ANA members.
https://ebiz.nursingworld.org/PersonifyEbusiness/Default.aspx?TabID=241&ProductId=34535553

Within nursing, the term mentor carries multiple meanings including that of a reliable counselor and a trusted advisor. While many students have counselors and advisors available, mentorship extends beyond the student setting and into post-education[v].

The key to successful mentorship is maintaining an ongoing relationship that will last as long as the mentor and mentee find meaning and value in it [vi].Within the SIP study, mentorship was noted as one of the top 3 contributors to personal success for nurse leaders. 39% of aspiring leaders also felt that they wanted mentorship, particularly for joining boards.

TOP 3 CONTRIBUTORS TO PERSONAL SUCCESS AS A **NURSE LEADER**…

EXPERIENCE 37%
EDUCATIONAL PREPARATION 22%
MENTORSHIP 16%
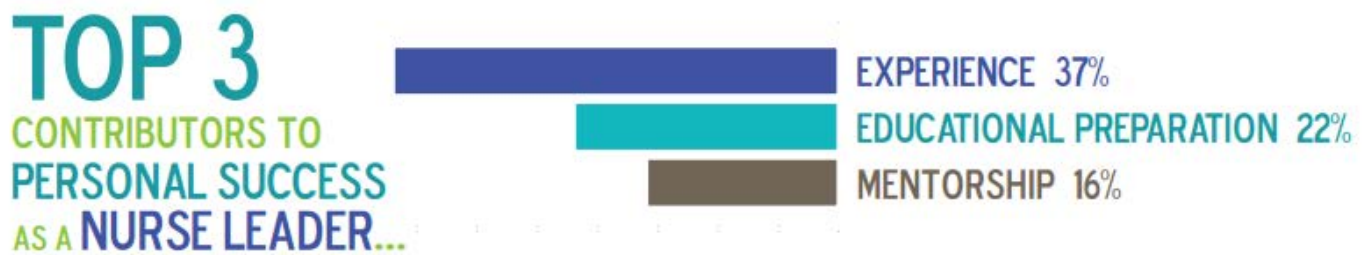
The first step in securing leadership through a mentor is, of course, to find a mentor.

Tips for finding a mentor: (Adapted from Quast, L., 2014)[vii]

1. **Clarify what you want:** Write down your expectations and the role you want mentors to play in your career. Clarifying your expectations, goals, and objectives will help you find mentors that can benefit your professional goals.

2. **Don't restrict yourself:** Great mentors can be found in a variety of places- business, associations, non-profits, colleges and universities, family, and community groups.

3. **Set up a meeting:** Make sure your meeting takes place in a mutually comfortable location where you can speak in confidence.

4. **Be clear with your mentor:** Make sure you share the same commitment to your expectations. Be clear on the time required, and the availability of your mentor, and establish a regular meeting schedule with topics you'd like to discuss.

Securing a mentor is only the first step to a successful relationship. In order to ensure that the mentor/mentee relationship will be as fulfilling as possible, follow these guidelines:

Ensuring a Positive Mentor/Mentee Relationship. Adapted from (AMTA, 2014)[viii].

1. Keep open communication and encourage feedback.
2. Remember that you mentor is only a guide.
3. Review your goals and make sure your mentor knows what to expect from you.
4. Be polite and courteous; keep up with your correspondence and ask relevant questions.
5. Be honest with your mentor about differing opinions.
6. Actively participate.
7. Be innovative and creative in offering ideas and activities you can do together.
8. Get to know your mentor on an individual basis.
9. Be consistent.
10. Stay positive!

LEADER2LEADER MENTORSHIP PROGRAM: Connects AONE members from across the country for nursing leadership skill development through mentoring and personal relationships. This program matches mentors and mentees based on AONE core competencies for nurse managers and executives; includes assessments; and sets milestones for optimal mentoring.
The program is free for AONE members.
http://www.aone.org/membership/Mentorship.shtml

ACADEMY OF MEDICAL-SURGICAL NURSES MENTORING GUIDE: This guide contains directions for success in a mentoring relationship, exercises for the mentee, assistance with creating a mentoring plan, and evaluation tools. The AMSN website also includes a number of additional resources free of charge.
https://www.amsn.org/professional-development/mentoring

MENTORING NURSES TOWARD SUCCESS: This article contains information on how to find a mentor, how to be a good mentee, and how to handle mentoring conflicts.
http://www.minoritynurse.com/article/mentoring-nurses-toward-success

The racial and ethnic diversity of the population in the United States is changing rapidly. The State of Florida is unique to this, representing one of the most diverse populations in the country. Additionally, Florida's diversity is exhibited in many ways including migration history, gender, age, religion, and physical capabilities.
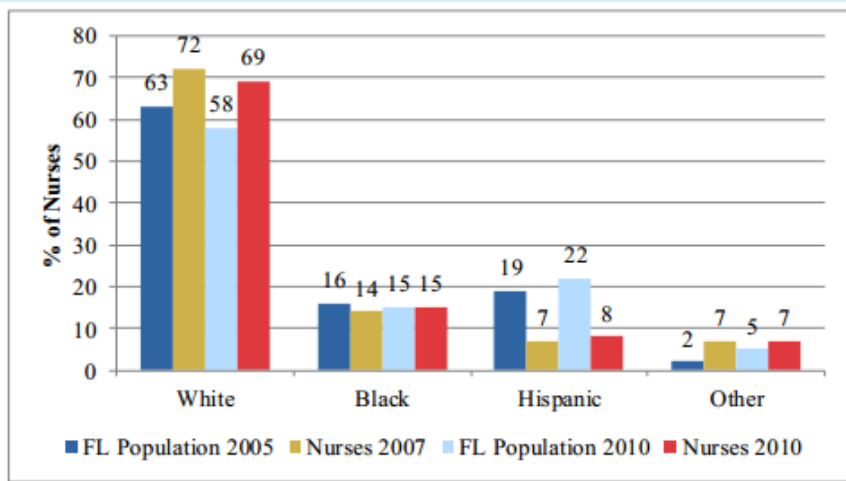
© Florida Center for Nursing, 2011

As a result of this, enhanced attention needs to be directed at the role of workforce diversity and cultural competence. Furthermore, leaders who can communicate effectively across cultural identities are found to strengthen the positive aspects of diversity, provide better care, and be more effective leaders[ix].

Cultural competence is a set of behaviors, attitudes, and policies that come together in a continuum to enable a health care system, agency, or individual practitioner to function effectively in transcultural interactions[x]. Culturally competent practitioners adapt to the needs of people by recognizing and responding appropriately to cultural differences. There are many resources available to practitioners and advancing leaders of all types to help develop cultural competence.

RESOURCES

THE PROVIDER'S GUIDE TO QUALITY & CULTURE: This site is designed to assist health care organizations throughout the US in providing high quality, culturally competent services to multi-ethnic populations. The site offers information on understanding diverse populations, and expanded looks at cultural beliefs of various groups.
http://erc.msh.org/mainpage.cfm?file=1.0.htm&module=provider&language=English

CULTURALLY COMPETENT NURSING CARE: A Cornerstone of Caring: These programs are provided by the U.S. Department of Health and Human Services Office of Minority Health. This is a course that provides cases and resources for nurses interested in improving their cultural competence.
https://ccnm.thinkculturalhealth.hhs.gov/default.asp

PHRASES OF COURTESY IN NINE LANGUAGES: This tool provides a jumping-off point for developing rapport in the interpreted health encounter by providing courtesy phrases in a patient's own language.
http://media.hsl.washington.edu/ethnomed/courtesyphrases/index.html

CONTINUOUS LEARNING

"The need for nurses to assume management roles, take strong positions on healthcare and societal issues, and provide leadership within organizations and the profession has been essential throughout the period of modern nursing"[xi]. Leadership is not synonymous with management – it involves a number of sophisticated skills, as well as the application of management theory, principles, and concepts[xii]. Although continuing education is required for nurses, nurse leaders will often participate in other leadership enhancing activities which are critical to learning the desired skills and theories behind effective nurse leadership.

This was demonstrated within the SIP Study where 76% of the total respondents had at some point participated in a leadership enhancing activity such as a course, seminar, or webinar. Furthermore, 87% of nurses who identified themselves as leaders stated that they had participated in this type of continuous learning.

Some of the key competencies identified in the SIP Study were:
1. Communication
2. Knowledge of the healthcare environment
3. Clinical experience
4. Understanding of health care policy

RESOURCES

There are a number of leadership courses available for nurses. The following list describes some of those found by the Florida Action Coalition. More can be found in the appendix, and on the FL-AC Website.

CHANGE AHEAD: SEMINAR SERIES FOR DEVELOPING NURSE LEADERS: This 2 part series for developing leaders offers real world strategies, learning through case studies, and access to experts in the field. Up to 4 Continuing Education Units are available for this series.
The cost for this program is $120.00 for non-ANA Members.
https://ebiz.nursingworld.org/PersonifyEbusiness/Default.aspx?tabid=241&ProductId=45537986

SIGMA THETA TAU INTERNATIONAL CONTINUING EDUCATION LEADERSHIP COURSES: from human resources to using evidence to define standards of practice, these CNE courses for nurse leaders cover the entire nursing management spectrum.
There are varying fees associated with these courses.
http://www.nursingsociety.org/Education/Leadership/Pages/Leadership.aspx

RESTORING JOY TO LEADERSHIP: A series of webinars by Dr. Rose Rivers who has over 28 years of leadership and management experience in nursing and healthcare.
Fee associated with webinars.
http://www.restoringjoytoleadership.com

WHAT CAN YOU DO TO PROMOTE LEADERSHIP IN NURSING?

PARTICIPATE IN PROFESSIONAL NURSING ORGANIZATIONS

One of the major barriers to attaining leadership roles identified in the SIP study was a lack of a unified voice among nurses in speaking on state issues. Indeed, policy change is one of the major components to ensuring that nurses can advance into leadership roles throughout the state. However, individual nurses often have unique issues that are better shared through popular voice. One mechanism to address this issue is to participate in professional nursing organizations. As a large state, there is a diverse array of organizations to join within Florida. This will not only encourage dialogue that can be shared with a larger voice, but will also increase awareness among individual nurses of how state and national issues affect practice.

RESOURCES

One excellent place to begin looking for an organization that meets your interests is through the Quality and Unity in Nursing Council for the State of Florida, which includes a variety of nursing organizations.
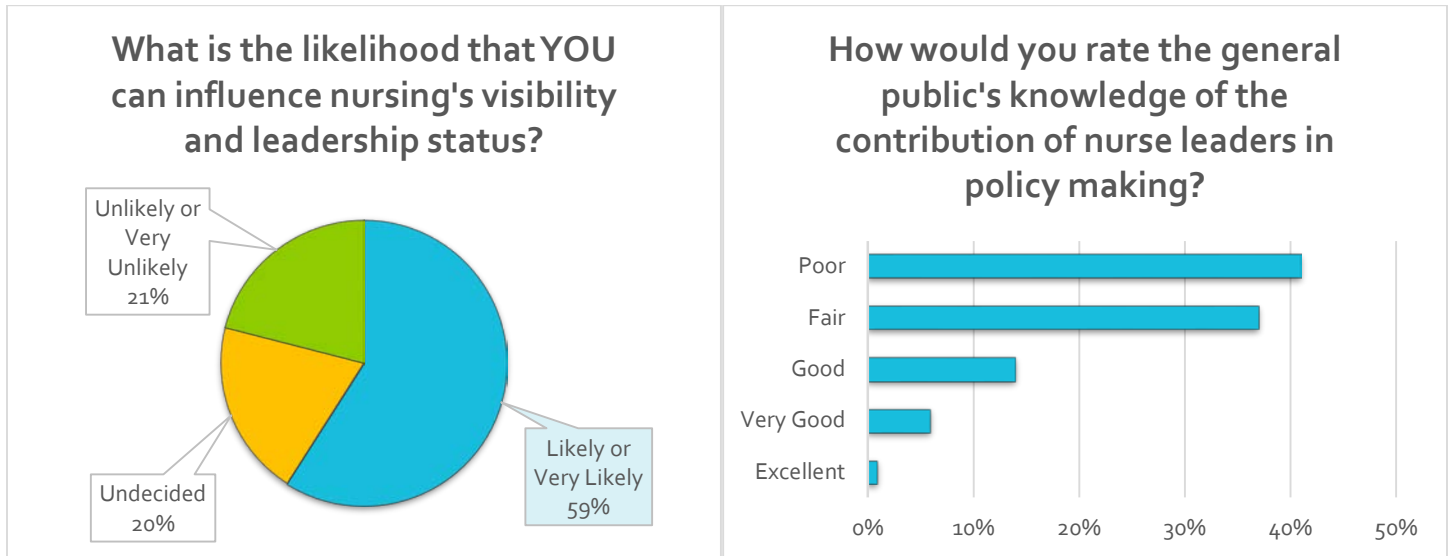

www.QuinCouncil.wordpress.com

SHARE YOUR VOICE

In order to stimulate policy change, it is essential that nurses share their voice with both policy makers and the general public. Increasing the visibility of nurses will garner support for leadership change, as the public already perceives nursing as a trustworthy profession. As the SIP Study results show, although nurses did not currently feel that the general public had a great deal of knowledge of the contribution of nurse leaders in policy making, they did overwhelmingly feel that they could influence nursing's visibility and leadership status.

What is the likelihood that YOU can influence nursing's visibility and leadership status?

- Unlikely or Very Unlikely 21%
- Undecided 20%
- Likely or Very Likely 59%

How would you rate the general public's knowledge of the contribution of nurse leaders in policy making?

Rating	Percentage
Poor	~41%
Fair	~37%
Good	~14%
Very Good	~6%
Excellent	~1%

The study found that, in general, most nurses had not been involved in health policy or leadership advocacy (only 34% of the total respondents). It's important that nurses work together, with a unified voice, to increase the visibility of nursing, promote positive perceptions of nursing, and speak to the important role that nursing has in healthcare delivery.

HOW TO CONTACT YOUR GOVERNMENT REPRESENTATIVES:

CONTACT YOUR LEGISLATOR: Have an issue that needs addressing? Your legislators need to hear about it!

U.S. House of Representatives: http://www.house.gov/representatives/find/

Senator Bill Nelson (D-FL): www.BillNelson.senate.gov/contact-bill

Senator Marco Rubio (R-FL): www.Rubio.senate.gov/public/index.cfm/contact

State level representatives per district:

Florida House of Representatives: http://www.myfloridahouse.gov/

Florida State Senate: http://www.flsenate.gov/Senators/

Many elected officials also maintain a presence on social media. Send a comment, message, tweet, or request to your elected officials on social media and see how others chime in on the conversation.

HOW TO WRITE A LETTER TO CONGRESS: This guide provides information on how to write an effective letter to your congressperson.
http://fcnl.org/resources/toolkit/write_congress/

TALKING POINTS FOR ACTION COALITIONS ON NURSE LEADERSHIP: This is a list of talking points emphasizing the need for more nurses in leadership roles. The list provides information for speaking to other nurses, and speaking to hospitals, non-profits, and policy boards.
http://campaignforaction.org/resource/talking-points-nurse-leadership

MODERNIZING FLORIDA'S USE OF ADVANCE PRACTICE REGISTERED NURSES: This fact sheet provides data supporting the need for removing scope of practice barriers in nursing for APRN's.
http://www.flcenterfornursing.org/DesktopModules/Bring2mind/DMX/Download.aspx?Command=Core_Download&EntryId=742&PortalId=0&TabId=151

In order to become effective leaders, nurses need to ensure that they are aware of what is occurring in both the nursing and broader health care field. There are a variety of resources that can be used to keep nurses updated including multiple web-sites and social media outlets. Increasing awareness, especially in a tumultuous climate of health care reform, will help establish nurses as credible collaborators in decision making environments. Not only should nurses increase their own awareness of how national and local issues affect their practice, nurses should also promote increasing awareness among other nurses, and with the general public. Some resources, such as infographics and talking points, are a great way to start conversation.

RESOURCES (THESE ARE A FEW EXAMPLES – EXPLORE THE WEB FOR MORE)

NURSINGTIMES.NET : provides up to date information on nursing practice, including a job board, opinion pages, and information for students. This site can be subscribed to for easy, convenient, information.

http://www.nursingtimes.net

NURSE.COM provides information on national, local, and specialty news in nursing. This site also includes information about career fairs, live seminars, and webinars.

http://www.nurse.com

NURSING WORLD: this is the publication of the American Nurses Association, which provides the latest news on nursing and health care issues. Sign up for a free e-newsletter to get the news e-mailed directly.

http://www.nursingworld.org/homepagecategory/nursinginsider

Add http://campaignforaction.org ; http://www.FLCenterForNursing.org;

PERSONAL ACTION PLAN

What are your personal goals as a nurse?

_____
_____
_____
_____
_____

What is your definition of nursing?

_____
_____
_____
_____
_____

What is your vision for nursing?

_____
_____
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_____
_____

What is your philosophy of leadership?

_____
_____
_____
_____
_____

What are barriers that you need to overcome?

_____
_____
_____
_____
_____

Skill assessment:

Communication   Problem Solving

Writing skills   Knowledge of health policy and regulation

Speaking skills   Diversity Education

What skills do you need to improve?

_____
_____
_____
_____
_____

How will you improve these skills?

_____
_____
_____
_____
_____

Identify a mentor_____

What can you offer future nurses?

_____
_____
_____
_____
_____

Identify a mentee_____

How will you reach out to aspiring leaders?

_____
_____
_____
_____
_____

360 Degree Assessment

_____
_____
_____
_____
_____

Do you feel your organization has an adequate succession plan? If not, how will you communicate the importance of succession planning to your organization?

_____
_____
_____
_____
_____

For the nursing profession

Which professional associations can you join?

_____

_____

_____

_____

_____

What steps will you take to ensure that you are knowledgeable about health policy?

_____

_____

_____

_____

_____

How will you share your voice with nurses, the general public, and policy/decision makers in your local community and state?

_____

_____

_____

_____

_____

APPENDIX

(Online at
http://www.flcenterfornursing.org/FLActionCoalition/RWJFGrantPromotingNurseLeadership/LeadershipDevelopmentResources.aspx)

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