Innovative Leadership Learning Model

The Problem
Nursing leaders consistently expressed a desire to participate in leadership development yet struggle to find time in their schedules. Concurrently, Nurse Manager (NM) Council Tri-Chairs recognized that the council meeting format was routine, limited to discussions on inpatient initiatives and lacked opportunities for collaborative learning on critical leadership topics.

Aim/Goal
Looking ahead to the challenges that nursing leaders face, the goal was to revive the NM Council meeting format and offer a multi-pronged approach to leadership development that would be inclusive, relevant, practical and collaborative. By finding time in the required NM Council meeting, nurse leaders would have a built-in opportunity to teach, learn, practice, and apply key leadership skills.

The Team
- NM Tri-Chairs: Rachel Hutchinson, Margie Serrano, John Ryan and NMs
- Joan Simpkins and Amy Wasserman, Organizational Development

The Interventions
- Nurse Managers participated in identifying relevant leadership topics.
- 14 NMs volunteered to prepare 1-hour workshops at NM Council meetings. These NMs partnered with OD to receive coaching on the design/facilitation of workshops.
- All participants were expected to review a selected online module (through the BIDMC Leadership Academy) prior to each workshop in preparation for group discussions.
- To facilitate a shared learning experience, the room was set up for small groups, and people were asked to sit with someone they didn’t know.
- NM facilitators taught material, answered questions and led group discussions. Feedback from OD was provided.
- A post survey was distributed to measure satisfaction with this leadership development learning approach.

The Results/Progress to Date
- 9 learning sessions completed.
- 14 Nurse Managers participated in coaching and facilitation.
- Approximately 50 attendees at each learning session.

Lessons Learned
- Asking people to review materials ahead of time allows more opportunity for productive group discussions and application.
- Feedback from OD in real time (while facilitating) is helpful.
- Some participants felt that some sessions were a review, so perhaps people can “opt out” of a session in the future.
- There was an appreciation for small group discussions, allowing council members to get to know and learn from each other.

Next Steps/What Should Happen Next
- Work with the new NM Council Tri-Chairs to continue/adapt the learning approach.
- Serve as a resource to other areas at BIDMC that want to replicate this partnership model for leadership learning.

For more information, contact:
Rachel Hutchinson RN, MHA Nurse Manager
Rhutchi1@bidmc.harvard.edu