

Central Virginia Nurse Leadership Institute Background Information:

The Nurse Leadership Institute of Central Virginia Leadership Development Model			
<p>The Institute follows a Nurse Manager Leadership Development Model. Fellows develop specific leadership assets for the purpose of improving themselves and their organizations. They develop their leadership ability through various <i>learning activities</i>, a <i>personal leadership development plan</i>, and an <i>applied leadership project</i>. They begin with a <i>leadership goal</i> to equip people for excellence in ways that build trust. They pursue this by demonstrating strong <i>leadership character</i> and build strong <i>leadership competence</i>. The Fellows bring these leadership assets to bear on a set of high priority goals constituting their <i>leadership focus</i>. Keeping character, competence, and focus in mind, they direct their leadership action toward strengthening their individual leadership capacity, their unit or team performance, and their organization as a whole.</p> <p>The Fellows measure their success in terms of actual <i>impact</i> at all three levels (individual, unit/team, organization). Key measures include performance on their personal <i>leadership development</i> and <i>their applied leadership project</i>. The Fellows share their accomplishments and insights with Institute peers and faculty to promote a peer learning environment. The key knowledge and insights produced by the Institute are shared with Fellows and partner organizations. This information is used to continually improve the Institute. Some of this leadership knowledge & insight may be used to inform public policy on nursing and health issues.</p>			
<p>The Institute Fellow Experience</p> <p style="text-align: center;"><i>Learning Activities</i> * <i>Leadership Development Plan</i> * <i>Applied Leadership Project</i> →</p>			
Leadership Competence	Leadership Focus	Leadership Action	Leadership Impact
<p>Basic Competencies in Five Domains:</p> <ol style="list-style-type: none"> 1. Communication and Relationship management 2. Leadership Styles/ Techniques 3. Professional Standards & Codes of Ethics 4. Knowledge of Healthcare Environment 5. Business Knowledge & Skills 	<p>Apply Leadership Competence to:</p> <p>Create and sustain a positive nursing practice environment</p> <p>Continually improve quality of care</p> <p>Sustain high nurse retention</p>	<p>Individual Development</p> <ul style="list-style-type: none"> • Think, talk, act, and learn like a leader <p>Unit/Team Development</p> <ul style="list-style-type: none"> • Model the Way • Inspire a Shared Vision • Challenge the Process • Enable Others • Encourage the Heart¹ <p>Organizational Development</p> <ul style="list-style-type: none"> • Cultivate relationships across organizational units • Inform organizational policy. 	<ul style="list-style-type: none"> • Institute Fellows gain skills and competencies needed to provide effective leadership in their organizations • Institute Fellows work effectively to improve nurse retention • Institute Fellows work effectively to improve patient outcomes • Institute Fellows become valued partners in health system improvement

¹ Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others, and Encourage the Heart are the Five Exemplary Leadership Practices named by Kouzes & Posner in **The Leadership Challenge**. Most of the Leadership Character elements came from the same publication.

**The Nurse Leadership Institute of Central Virginia
Partnership Development Model**

Goal Assumptions. Among the strategic goals of The Nurse Leadership Institute of Central Virginia are value, sustainability and growth. Value means the Institute must deliver demonstrable value to its participants and partners. Sustainability means the Institute is envisioned to last for many years. Growth means the Institute is envisioned to expand in size (beyond 20 or so participants per year) and geography (beyond Central Virginia to all of Virginia). These three goals are assumed to be inter-related and, ideally, mutually reinforcing.

Partnership Assumptions. Value, sustainability and growth require institutional partnerships. **Foundation partners** are providing funding and strategic guidance according to their missions. **Health care institution partners** are identifying leadership development needs and support nurse fellows enrolled in the Institute. **Nursing partners** are providing communication, coordination, operating staff, and in some cases funding to the Institute. **Future partners** may come from any of these three sectors, state & local government, or other sectors such as medicine, health plans, or the corporate sector.

The Value Proposition. All of the partners will expect to derive value from their continuing investment in the Institute. It is therefore imperative to define a clear value proposition for each partner. A value proposition may be defined as the value an investor expects to achieve from a given investment opportunity. In the case of the Institute, each partner is assumed to have a set of value propositions, or objectives, for their investment in the work of the Institute. In this model we identify 12 broad value propositions. The specifics should be defined in consultation with each particular partner.

Value Proposition (Objective)	Description
1. Leadership Effectiveness	Institute Fellows gain skills and competencies needed to provide effective leadership in their organizations
2. Nurse retention	Institute Fellows work effectively to improve nurse retention
3. Quality improvement	Institute Fellows work effectively to improve patient outcomes
4. System influence	Institute Fellows become valued partners in health system improvement
5. Local Nursing Capacity	The Institute strengthens nurse leadership capacity and positively influences nurse retention, and patient outcomes in partners' service regions
6. Leadership knowledge	The Institute produces and disseminates valuable leadership knowledge for nurses and partner institutions
7. Public Policy Influence	The Institute provides knowledge and networking which equips Fellows and partners to inform public policy related to nursing and health.
8. Sustainability	The Institute can sustain itself through value-driven partnerships
9. Scalable program model	The Institute's leadership development model is theoretically sound, operationally feasible, replicable, and scalable
10. Scalable partnership model	The Institute's partnership model delivers value and can be readily expanded
11. Growth	The Institute is staffed and structured for growth.
12. Performance Information	The Institute is guided by an evaluation model which directly addresses key value propositions.