Nightingale Challenge (NC) at IU Health

Program Overview

Indiana University Health

The Call to Action

The World Health Organization has declared 2020 the Year of the Nurse and the Midwife in honor of the 200th anniversary of the birth of Florence Nightingale.

Nursing Now (a program of the Burdett Trust for Nursing run in collaboration with The WHO and ICN) launched a global challenge, The Nightingale Challenge (NC), to:

> "...help develop the next generation of young nurses and midwives as leaders, practitioners and advocates in health, and to demonstrate that nursing and midwifery are exciting and rewarding careers."

The NC is part of Nursing Now's bigger aim to improve global health by raising the profile and status of nurses.
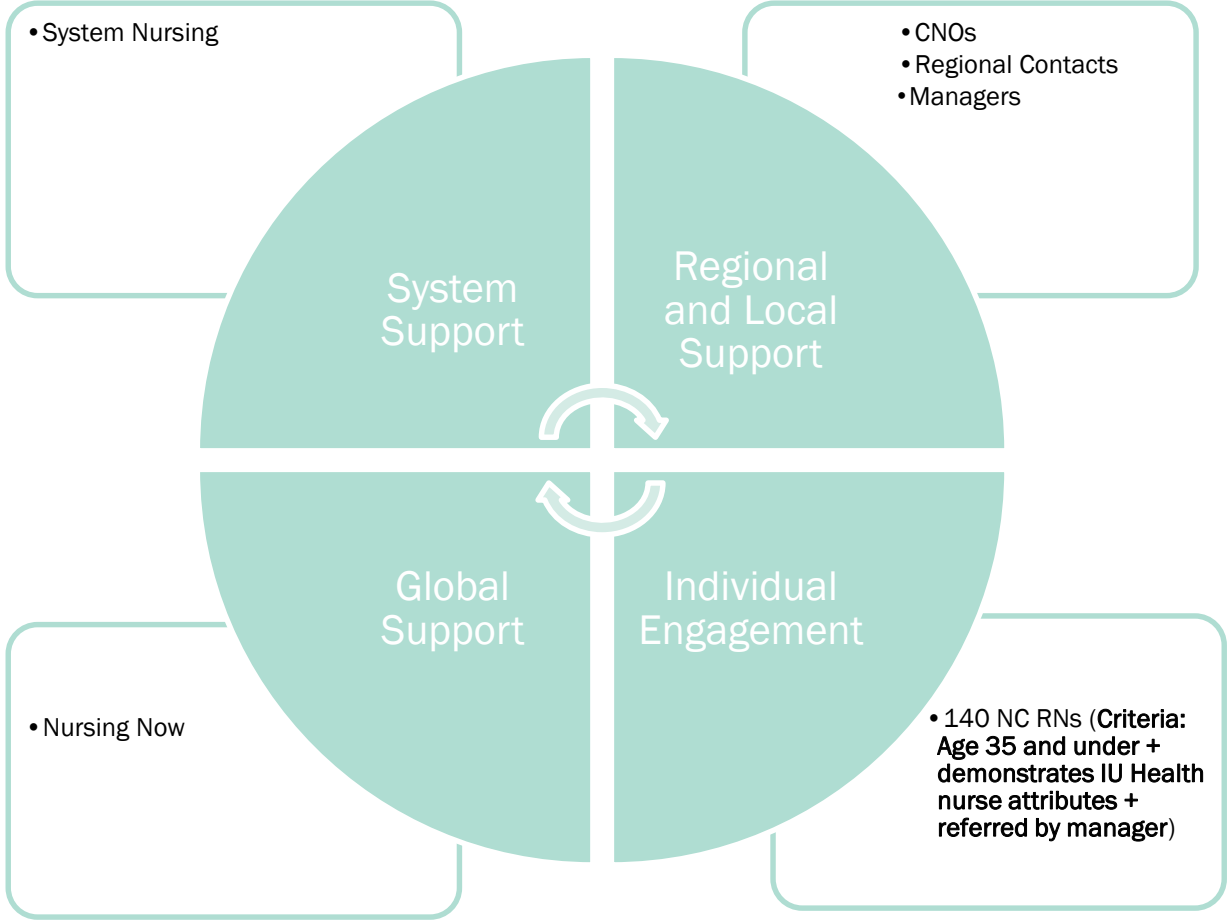
IU Health accepted the challenge!

Why at IU Heath?

NC aligns with our 2020 nursing strategic objectives and promise dashboard

- Manager/leader development
- Enhance work environments
- Create high performing teams
- Great team member experience
- Great patient experience
- Improving quality and safety

Great pipeline for the Distinguish Nurse Excellence Program (DNEP)

High-Level IU Health NC Operational Structure

- System Nursing

- CNOs
- Regional Contacts
- Managers

System Support

Regional and Local Support

Global Support

Individual Engagement

- Nursing Now

- 140 NC RNs (**Criteria: Age 35 and under + demonstrates IU Health nurse attributes + referred by manager**)

Nurses over 35 may participate at the discretion of their manager and NC regional contact.

High-Level Program Plan

Monthly	Article push
Quarterly	leadership course: 1st quarter and 4th quarter in-person, 4hrs sessions, at Fairbanks Hall; 2nd and 3rd quarter – 1hr online sessions System/Regional/Local experiential leadership opportunities

Program Plan and Structure

System

Project Manager

Monthly article pushes to NC nurses

Quarterly leadership Courses

Facilitate system experiences

Monthly check-ins with regional contacts

Updates to system nursing team and Nursing Now

Regional

Regional Contacts

Facilitate regional and local experiences (leadership huddles, exec shadow, leadership meetings, shared governance meetings, etc.)

Coordinate system experiences with project manager

Connect with executive leaders as needed

Updates to project manager

Local

NC Nurses

Review monthly articles (~ 30min each = 6hrs total)

Attend at least 3 leadership courses (Two 4hr in-person sessions and two 1hr online session) over 12 months (10hrs total)

Complete at least 3 experiential learning activities over 12 months (~3hrs total)

Attend check-ins with leader as directed by regional contact. Utilize NC passport to guide conversations (~30 min each = 6hrs total)

* Total commitment time is ~ 25hrs over 12 months*

What This Might Look Like Locally

Month	Activity	Monthly Communication
January	• All NC RNs attend leadership course • All NC RNs review this month's article • 6 NC RNs participate in a system, regional, or local leadership experience • Leader checks-in with 6 NC RNs	• **NC nurses** share experiences with **leaders** during check-ins. • **Leaders** share experiential leadership opportunity feedback with **regional contacts** and work together to enhance/modify as needed. • **Leaders** share overall feedback, progress, wins and/or barriers with **CNOs** during already established connection points. • **Regional contacts** share feedback, progress, wins and/or barriers with **project manager** during monthly connections.
February	• All NC RNs review this month's article • 7 NC RNs participate in a system, regional, or local leadership experience • Leader checks-in with 7 NC RNs	
March	• All NC RNs review this month's article • 7 NC RNs participate in a system, regional, or local leadership experience • Leader checks-in with 7 NC RNs	NC nurses encouraged to share experiences with fellow participants via NC Microsoft Teams page.

Sample Experiential Learning Opportunities

System	Regional	Local
Shared leadership council	Shared leadership council	Shared leadership council
Shadow a system leader	Regional leadership meeting	Local leadership meeting
Interview a system leader	Shadow a regional leader	Leadership huddle
Attend a system leadership meeting	Interview a regional leader	Shadow a local leader
	Participate in a process improvement event	Interview a local leader

Leadership Courses: Objectives and Outcomes

Q	Content	Objectives	Outcomes	2020 Strategic Objectives & Promise Dashboard
1	Intro to NC	• Intro to initiative • Share program plan and structure • Intro to NC Microsoft Teams page	• Understand the WHY • Clear understanding of program structure and next steps • Able to navigate through platform	**Manager/Leader Development** **Great Team Member Experience**
2	Leadership is personal	• Attributes can be cultivated, and nurses already possess many leadership attributes. • Self-assessment leadership competencies • Failure is inevitable; sustaining optimism • The importance of mentoring and networking	• Appreciate the overlap between what nurses are taught to do and what leaders are expected to do • Self-assess leadership competencies and draft development plan. • See failures as growth opportunities; learn tools to stay optimistic • Seek out mentors and start building a network of mentors	**Manager/Leader Development:** • Self-assessment with AONL competencies and values-based leadership. Craft a development plan. • Mentoring to guide development **Great Team Member Experiences** **Great Patient Experiences**
3	Leadership as achieving organizational goals	• Values-based leadership • Communication • Appreciating others	• Apply principles in practice • Learn appropriate interpersonal skills • Learn to give authentic feedback	**Manager/Leader Development:** • Values-based leadership **Enhance work environments:** • Foster organic recognition • Enhance psychological safety **Great Team Member Experiences** **Great Patient Experiences**
4	Leadership is transformational	• Choosing excellence • Beyond the discipline • Aiming for impact	• Commitment to self and operational excellence • Intentional collaboration with other disciplines to optimize patient care and maximize operational excellence • Commitment to addressing current healthcare challenges	**Create High Performing Teams:** • Characteristics of high performing teams with a focus on leadership, team member mix, and care model **Improving Quality and Safety**

Outcome Metrics and KPIs

Outcomes

- Leadership development – Individual development plan
- Nurse engagement
- Healthy work environment

KPIs

- Regional representation
- 120 nurses committed to NC
- 20% of NC nurses accepted into DNEP by Dec. 2022
- Measurable number of NC nurses accept leadership roles
- Measurable number of NC nurses show academic progress
- Measurable number of NC nurses obtain specialty certification

Miscellaneous

- Pre and post leadership competencies eval

- Program eval

- NC lapel pins for participants

- NC recognition during nurses week

- End of program celebration and presentation of NC graduation certificates and pins