



Improving the Leadership Capacity of the Public Health Nursing Workforce

Clarizza Recinto, RN, PHN, MSN, Lucille Rayford, RN, PhD (c), Noel Bazini-Barakat, RN, MSN, MPH
 Lisa Crowder, RN-BC, PHN, MSN, Lorraine Sisneros, RN, MSN/MPH, Susan Smith, RN, BSN, PHN



INTRODUCTION

Research shows that effective leadership skills lead to decreased turnover, increased job satisfaction and increased productivity. In 2012, the Los Angeles County Department of Public Health (DPH) Quality Improvement Division, Nursing Administration conducted a nurse satisfaction survey and received over 300 responses. Additionally, 16 town hall meetings were conducted. A priority area for improvement that was identified was nurse leadership. After an evidence-based literature review, the Nursing Leadership Development Program (NLDP) was developed to improve leadership capacity among nursing leaders. NLDP is a 6-month leadership program with a robust training curriculum that provides six courses that build, enhance, and strengthen leadership competencies relevant to public health.

PURPOSE

The purpose of the NLDP is to establish an effective and comprehensive leadership program for public health nurses to increase retention, job satisfaction, and productivity for themselves and their teams.

METHODS

Nursing Administration and Office of Organizational Development and Training developed a set of steps and strategies to build leadership skills among the nursing supervisors and managers to increase nurses' satisfaction. The team integrated components from different leadership models and frameworks. The team further envisioned that a leadership curriculum facilitated by a professional consulting and leadership company would be most effective.



PLANNING/IMPLEMENTATION

Planning

- ❖ Internal Nursing Administration brainstorming
- ❖ Literature review
- ❖ Interdepartmental collaboration among project leaders, project consultants, and subject matter experts
- ❖ Identify a professional consulting and leadership company to teach workshops
- ❖ Course objectives and audience identification
- ❖ Integrate leadership framework concepts
- ❖ Grant proposal
- ❖ Determine continuing education (CE) hours

Design

- ❖ Secure funding for 150 nurse supervisors and managers (\$400,000+)
- ❖ Curriculum development
- ❖ Individual/group Leadership Project criteria development

Implementation

- ❖ Marketing
- ❖ Process applications & register participants
- ❖ Nursing Administration coordination of leadership program
- ❖ NLDP kick-off
- ❖ 360-assessments before & 6 months after program
- ❖ NLDP graduation ceremony
- ❖ CE certificates

NLDP Curriculum:

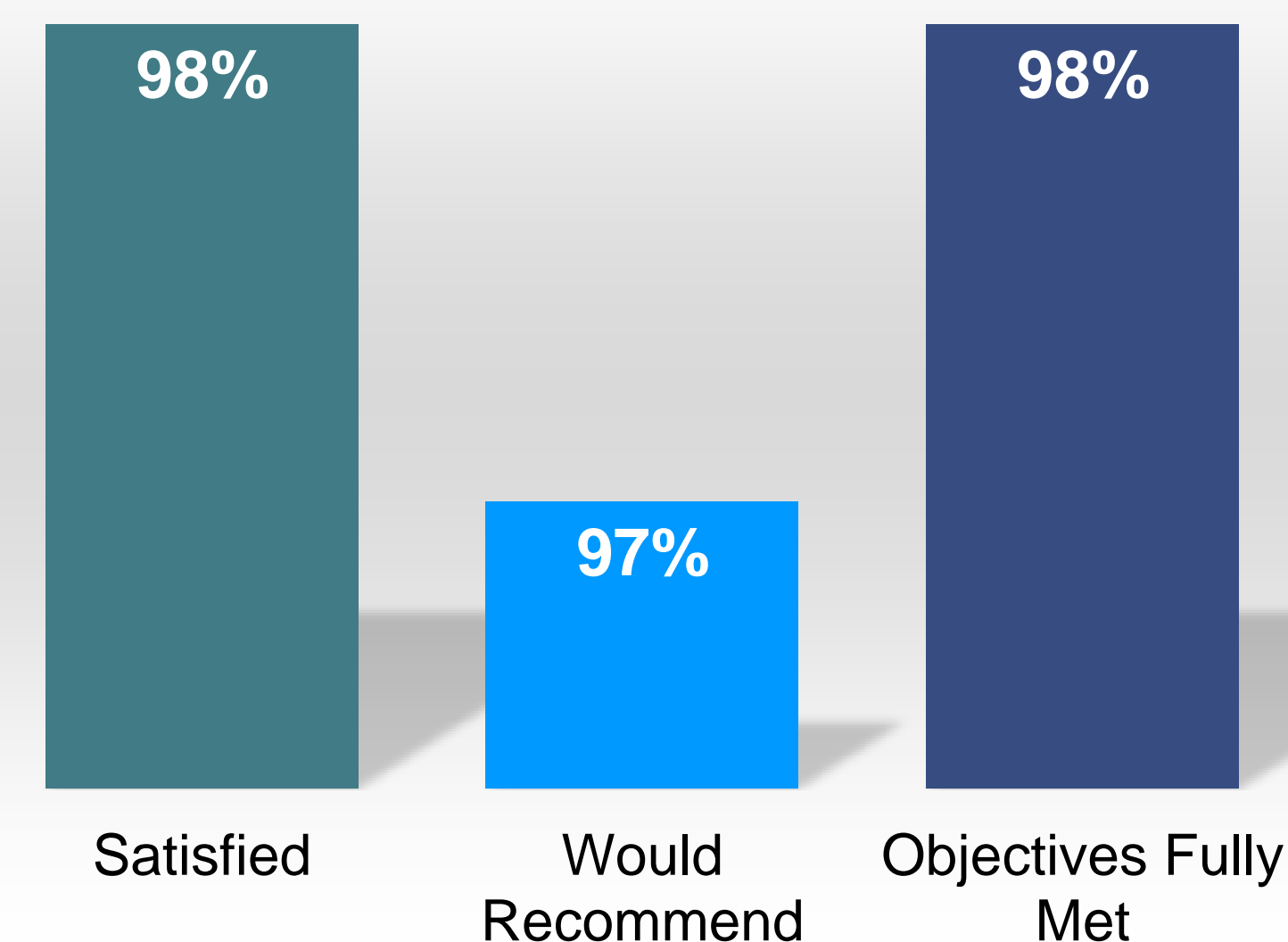
- 6 (1-2 day) workshops over 6 months
- Two 360° Assessments - pre & post curriculum
- Follow-up Webinar
- Follow-up Session
- Individual coaching/consultation
- Individual or group leadership project
- 39 CEs

RESULTS

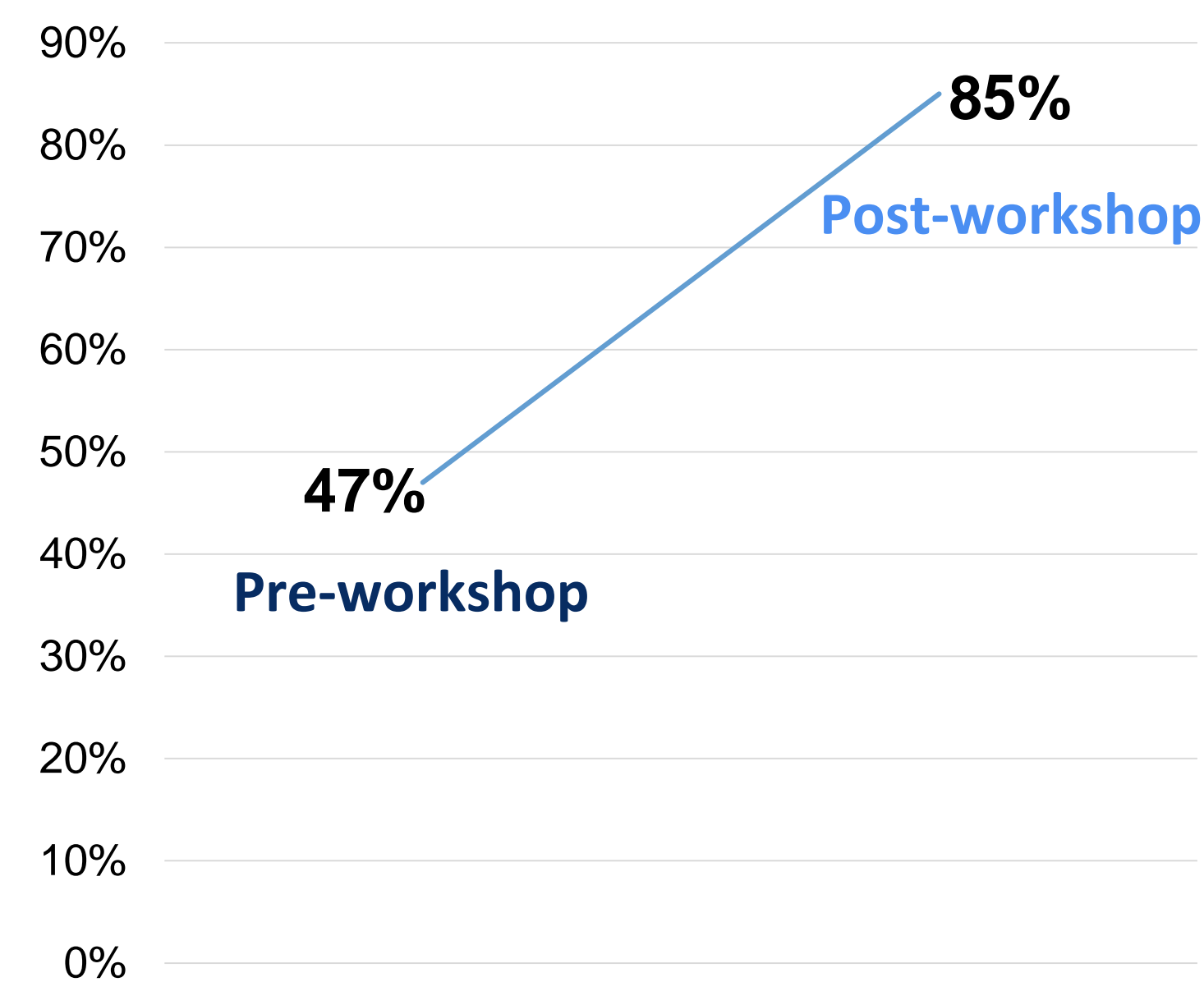
NLDP COURSE INFO

Target Audience:	Nursing Director, Assistant Nursing Director, Nurse Managers, Supervisors, Program Specialists, etc.
# of Cohorts:	5
Total # that completed program:	102

Participant Evaluation of NLDP

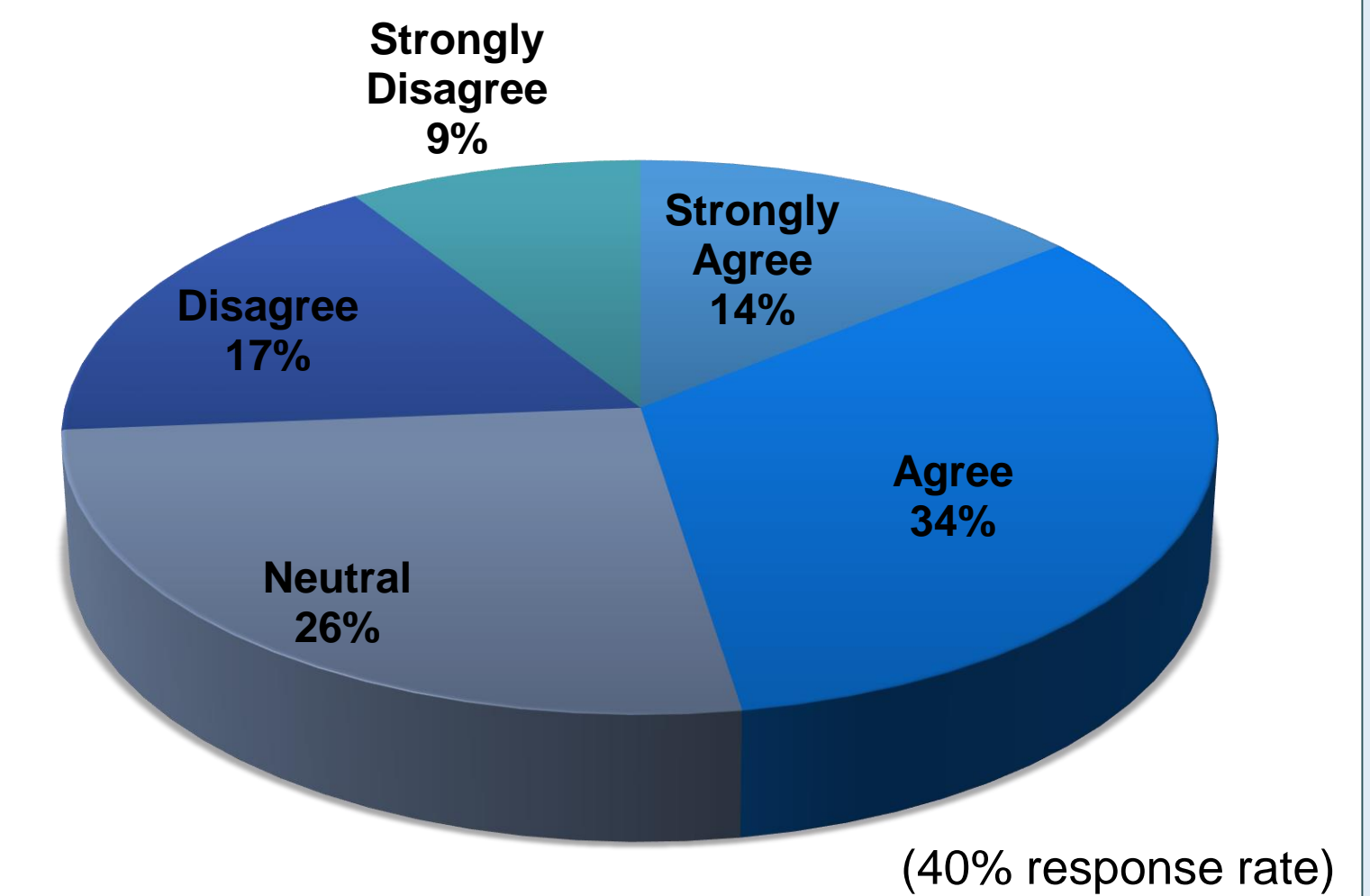


Knowledge of Content



EVALUATION

Staff Satisfaction with Nursing Leadership (Pre-NLDP)



CONCLUSION

The success of the program will lead to the development of a DPH Leadership Program for all managers and supervisors in the department. Nursing Administration will conduct another nurse satisfaction survey in November 2015 and compare it to the 2012 survey to assess for nurse satisfaction and retention.

ACKNOWLEDGEMENTS

- ❖ Nursing Administration
- ❖ Office of Organizational Development & Training
- ❖ DPH Nurse Leaders

