

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?

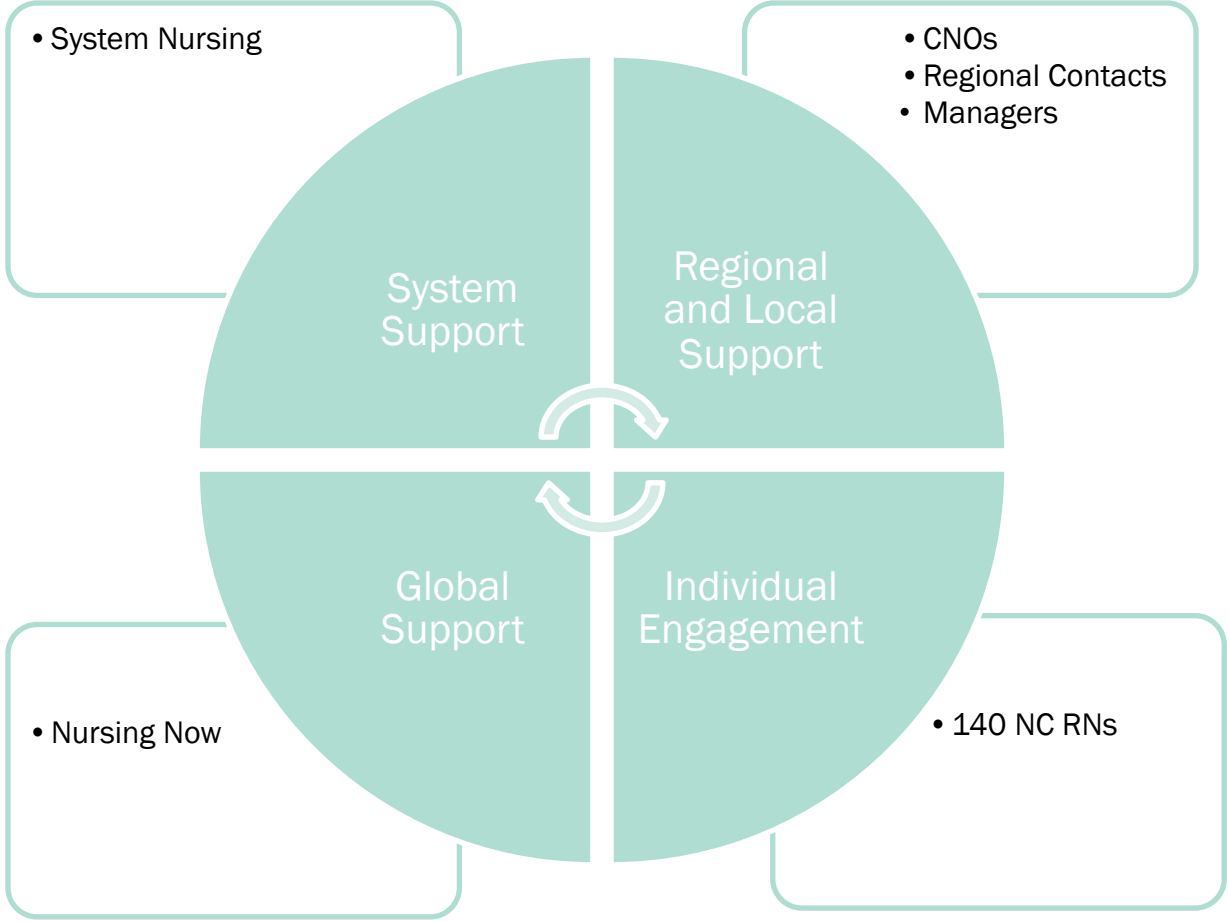
NC aligns with our 2020 [nursing strategic objectives](#) and [promise dashboard](#)

- [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



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 monthly check-ins with executive leader, utilizing NC passport to guide conversations (~30 min each = 6hrs total)

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

Managers

Executive Leaders (Director level and above)

Monthly check-ins with NC nurses utilizing NC passport to guide conversations

Connect with Regional contact as needed

Updates to CNO



Program Plan and Structure

Local

NC Nurses

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Managers

Executive Leaders (Director level and above)

Monthly check-ins with NC nurses utilizing NC passport to guide conversations

Connect with Regional contact as needed

Updates to CNO



What This Might Look Like Locally

Month	Activity	Monthly Communication
January	<ul style="list-style-type: none"> 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 Executive leader checks-in with 6 NC RNs 	<ul style="list-style-type: none"> NC nurses share experiences with executive leaders during monthly check-ins. Managers Executive leaders share experiential leadership opportunity feedback with regional contacts and work together to enhance/modify as needed.
February	<ul style="list-style-type: none"> All NC RNs review this month's article 7 NC RNs participate in a system, regional, or local leadership experience Executive checks-in with 7 NC RNs 	<ul style="list-style-type: none"> Executive 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.
March	<ul style="list-style-type: none"> All NC RNs review this month's article 7 NC RNs participate in a system, regional, or local leadership experience Executive checks-in with 7 NC RNs 	<p>NC nurses encouraged to share experiences with fellow participants via NC Microsoft Teams page.</p>



Sample Experiential Learning Opportunities

System

- Shared leadership council
- Shadow a system leader
- Interview a system leader
- Attend a system leadership meeting

Regional

- Shared leadership council
- Regional leadership meeting
- Shadow a regional leader
- Interview a regional leader
- Participate in a process improvement event

Local

- Shared leadership council
- Local leadership meeting
- Leadership huddle
- Shadow a local leader
- Interview a local leader

Leadership Courses: Objectives and Outcomes

Q	Content	Objectives	Outcomes	2020 Strategic Objectives & Promise Dashboard
1	Intro to NC	<ul style="list-style-type: none"> Intro to initiative Share program plan and structure Intro to NC Microsoft Teams page 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Values-based leadership Communication Appreciating others 	<ul style="list-style-type: none"> Apply principles in practice Learn appropriate interpersonal skills Learn to give authentic feedback 	Manager/Leader Development: <ul style="list-style-type: none"> Values-based leadership Enhance work environments: <ul style="list-style-type: none"> Foster organic recognition Enhance psychological safety Great Team Member Experiences Great Patient Experiences
4	Leadership is transformational	<ul style="list-style-type: none"> Choosing excellence Beyond the discipline Aiming for impact 	<ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> 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
- 50% of NC nurses accepted into DNEP
- Measurable number of NC nurses accept leadership roles

Miscellaneous

- NC lapel pins for participants
- NC recognition during nurses week
- End of program celebration and presentation of NC graduation certificates and pins