

# Leadership Born at the Bedside

A CASE STUDY



leadership development program. The health system had specific goals for this initiative:

1. Transform the bedside leadership skills of staff nurses, such that nurses saw themselves as leaders regardless of their current position or career goals.
2. Offer a program that would generate excitement among participants, to be viewed as recognition for participation versus burden.
3. Develop and improve relationships among peers and create new connections between new and tenured nurses.

Over the next six months, nurse mentees, alongside their mentor guides, completed nine modules focused on non-clinical leadership skills like critical thinking, resilience, and communication (to name a few). Participants completed a baseline skills assessment at the beginning and end of the program. Highlights of the results:

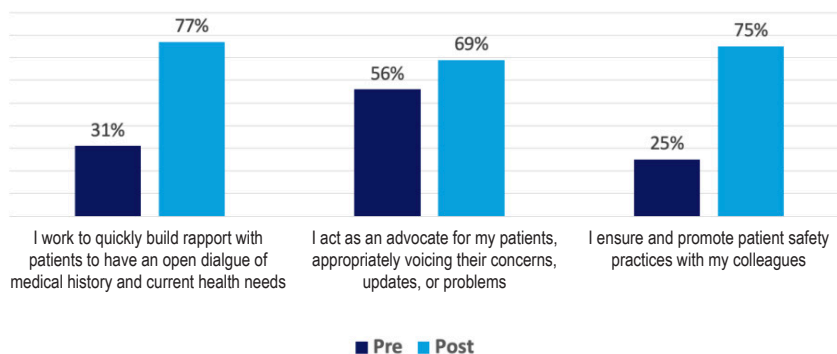
1. The program's mentorship and peer-to-peer connections led to a renewed commitment to patient safety and outcomes
2. Participants saw a significant improvement in confidence of their leadership skills, and all participants intended to deploy the program's lessons in their day-to-day work.
3. Participants reported renewed self-awareness of their skill set, with 25% recognizing they would serve better at the bedside versus pursuing a formal leadership career path. This is a key win in ensuring those who move into leadership are the right fit.
4. 89% of participants indicated they intended to continue to mentor others throughout their careers, while 25% expressed interest in continuing mentorship within the Lead for Care program.

## Case Study Details

### >>> Insight 1: Moving the Dial on Patient Safety

Patient outcomes are driven by numerous factors, but one element that is consistently overlooked is nurse bedside leadership skills. Here, we found three post-assessment items that provide evidence into nurses' understanding of their role in patient outcomes. For all three items, we saw a powerful shift from nurses simply "agreeing" with these statements prior to the program to "strongly agreeing" upon program completion. This means our lessons led to an improved understanding of how nurse's actions impact patient outcomes. As the system's CNO said to us, "you are helping to move our nurses from 'good' to 'great.'"

Movement In Patient Safety



## Insight 2: Exposure to New Leadership Skills Leads to Changes in Nurse Practice

We found significantly favorable ratings on the statement “I will make changes in practice based on what I learned.” This is a huge measure of success as the program was designed to take leadership skills and make them applicable to a bedside role. Seeing participants indicate the impact on how they deliver care is a positive sign of growth and application of their new skillset.

**92% Favorable “I will make changes in practice based on what I learned.”**

## Insight 3: Growth in Participant Confidence and Self-Awareness

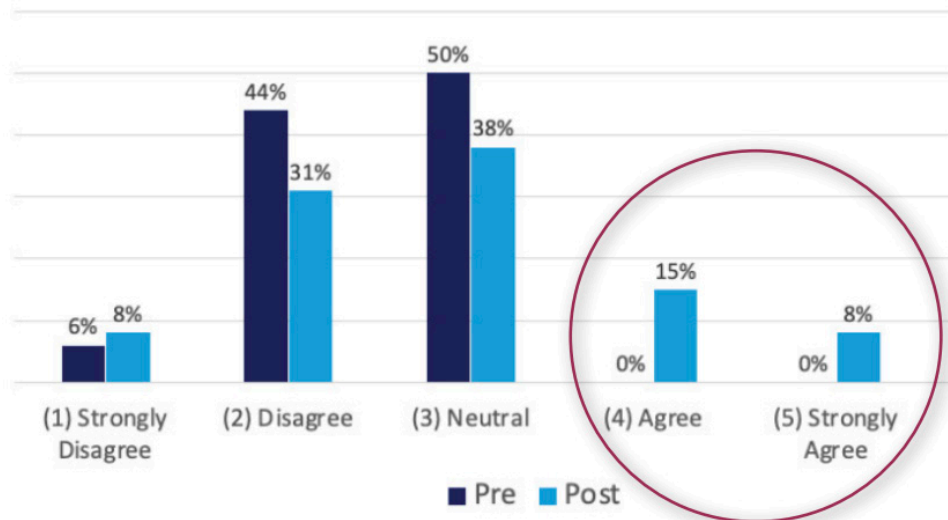
We found that participants achieved significant improvement in their confidence in their leadership abilities. Not only did the percent favorable overall improve, but they also demonstrated movement in the extent of that confidence (e.g., moving from “agree” to “strongly agree”).



In addition, we saw a shift in participant self-awareness of their most appropriate and desired career path. When starting the program, none of the participants expressed strong interest in staying at the bedside. By the end of the program, nearly a quarter of participants had shifted their thinking, indicating a strong preference to remain in bedside care throughout their career. Why is this such a valuable insight?

First, research shows that poor managers are one of the strongest drivers of turnover and dissatisfaction. Hospitals have long relied on promoting the best clinicians into leadership roles, regardless of their fit, skills, or innate ability. By improving nurses’ self-awareness of their career strengths, we can turn this long-held paradigm (and its associated risks) into a more evidence-based process.

### Desire to Stay at the Bedside Throughout One’s Career



Put another way, Lead for Care helps organizations place nurses into leadership positions only if they 1) have a desire to be there and 2) have some foundational training on the necessary skills to be successful as leaders. A poorly placed nurse manager will drive higher turnover for their unit (conservatively costing \$44,000 per nurse) and will ultimately leave their management position (an additional \$64,000 in costs). This tells us that there is a direct line from improving nurse self-awareness of job fit to avoidable, excess costs.

### >>> Insight 4: Program Commitment

Finally, our goal is to introduce a turnkey mentoring structure and a sustainable mentoring program that continues well beyond Lead for Care. At this organization we saw this manifest in two ways. First, across both mentors and mentees, 89% indicated they intended to mentor others throughout their careers. Second, 25% of program participants indicated they wanted to mentor other incoming mentees. These included current mentors who wanted to be matched with a new incoming mentee, as well as former mentees in the program who wanted to pay it forward and serve as a mentor going forward. Taken together, this indicates movement toward a culture of mentoring that can expand well beyond the Lead for Care participants.

**89%** indicated they intended to mentor others throughout their careers

**25%** of program participants indicated they wanted to mentor other incoming mentees

### Quantifying the Pairing Leadership Development with Mentoring

**92%**  
retention of all participants

**88%**  
of participants got more involved within the organization

By pairing together leadership content and application with a mentorship framework, healthcare organizations can move beyond solely retaining nurses. Organizations have nurses empowered to step into more roles and responsibilities, ultimately helping transform the organization through nurse involvement.

### *The Lead for Care Difference*

*At Lead for Care, we believe healthcare organizations prepared for the future will have a framework to retain institutional knowledge, equip bedside nurses with key leadership skills, and clearly demonstrate measurable, quantifiable impact. We believe nursing leaders have a once-in-a-lifetime opportunity to reframe the nursing workforce in a way that bolsters the ability to retain, develop, and nurture these vital caregivers.*

*Lead for Care helps organizations achieve these goals through a mentor-enabled, Bedside Nurse Leadership Development Program. The program's curriculum delivers leadership skill development through 10-minute video-based microlearning, paired with real-time application and a proven mentorship model. Our model is also custom-built to be flexible enough to stand on its own or complement existing resources to augment and accelerate the development of those at the bedside – as well as embed sustainable mentorships.*

*The Bedside Nurse Leadership Development Program fills current gaps in the nursing skillset by offering leadership development in bite-size pieces while keeping nurses on the floor. It also supports and trains the mentors to be successful in their role. And, with pre- and post-assessments and analytics the Lead for Care Bedside Nurse Leadership Development Program provides measurable impact on nurse growth and connection to organizations' KPIs (retention, patient experience, etc.).*