**Background & Significance**

- The Institute of Medicine Report entitled, The Future of Nursing: Leading Change, Advancing Health (2010), identified the importance of nursing leadership in the redesign and delivery of healthcare.
- Bedside nurses who are prepared, nurtured, and mentored as clinical leaders have the potential to transform healthcare.
- Developing nurse leaders and providing ongoing programs to refine and support leadership skills is necessary.
- The LEAD (Leadership Education and Development) program:
  - Comprised of 6, 4-hour sessions that take place over the course of three months.
  - Focuses on developing communication skills to empower nurses as clinical leaders.
  - 3 cohorts have been completed from April of 2014 through June of 2015.
  - 2 parallel cohorts are being conducted during fall of 2015.

**Methods**

- This research used a quantitative, longitudinal, survey design over two cycles.
- The Cleveland Clinic Institutional Review Board approved this study for nurses at all sites.

**Setting & Sample**

- The Cleveland Clinic is a quaternary care medical center with 9 hospitals and 18 family health centers in Northeast Ohio, and 1 hospital in Weston, Florida.
- Registered nurses across the Cleveland Clinic Health System including hospitals and family health centers.
- Focuses on developing communication skills to empower nurses as clinical leaders.

**Outcomes & Measures**

- Nurse's perception of the frequency of demonstration of leadership behaviors 30-item valid and reliable tool entitled Leadership Practices Inventory-Frequency (LIPF).
  - This tool has both face and construct validity, internal consistency, and reliability.
  - Items are scored on a 10-point scale from 1-almost never, to 10-almost always.
  - Total score for all items was summed for a possible range of 30-300.
  - A higher value represents more frequent use of included leadership practices.
  - Nurse's perception of importance of leadership behaviors 30-item valid and reliable tool called Leadership Practices Inventory-Importance (LPI-I).
  - This tool has both face and construct validity, internal consistency, and reliability.
  - Items are scored on a 4-point scale from 1-not important at all, to 4-very important.
  - Total score for all items was summed for a possible range of 30-120.
  - A higher value represents a higher perception of importance of included leadership practices.

**Data Collection**

- Demographic survey
- 10 demographic, nursing experience, and education related questions

**Findings**

- Leadership Practices Inventory-Frequency:
  - Participants had a significantly increased perception of the importance of leadership practices immediately following the program as compared to before participating in the program. This significant improvement was sustained 3 months post-end of program.

- Leadership Practices Inventory-Importance:
  - Participants had a significantly increased perception of the frequency that they demonstrated leadership practices immediately following the program as compared to before participating in the program. This significant improvement was sustained 3 months post-end of program.

**Outcomes**

- Group Projects
  - Virtual journal club on Yammer© platform
  - Night shift education opportunities
  - Team building across the continuum of care
  - "High Five" initiative to improve recognition

- Professional Biographies:
  - Creation of individual biographies to articulate professional successes
  - Peer reviewed and edited

- Elevator Speeches
  - Development of a concise statement of the nurse's practice and contribution to care delivery

**Results**

- Statistical Analysis has been completed on the first two cohorts.
- Of the 67 individuals who completed all 6 sessions of the LEAD program in cohort 1 and 2, 100% completed the LPI frequency and importance.

**Limitations**

- Conducted at a single health care system with specific culture and expectations which may affect attitudes toward leadership development so results may not be generalizable.
- Sample of registered nurses is relatively small compared to 10,000 which is the total number of nurses who would be eligible for the program at the Cleveland Clinic.

**Conclusions**

- The LEAD program significantly improves the frequency of demonstration of leadership practices and perceived importance of leadership practices. This improvement is sustained 3 months following the conclusion of the program.
- The LEAD program can provide structure and mentorship to bedside nurses in leading practice change initiatives.

**References**