MATERNAL-CHILD HEALTH NURSE LEADERSHIP ACADEMY APPLICATION PACKET

2016-2017 Cohort
Academy Purpose and Overview

The purpose of the MCH Nurse Leadership Academy presented in partnership with Johnson & Johnson is to develop the leadership skills of maternal and child health nurses and nurse midwives who work in a variety of health care settings across North America. The academy prepares these nurses for effective interprofessional team leadership as they strive to improve the quality of health care for underserved childbearing women and children up to 5 years old.

The leadership skills component of the academy is based on the research and teachings of Jim Kouzes and Barry Posner, as described in, The Leadership Challenge®. Their model proposes that leadership is a measurable, learnable, and teachable set of behaviors. The academy believes that these behaviors are learned best when applied to realistic settings. The academy is designed to operationalize these learned behaviors by assisting and supporting the fellow in developing and implementing an interdisciplinary team project.

Nurses and nurse midwives accepted into the program will:

- Select a Leadership Mentor who will guide them through their leadership development over the approximately 18-month period
- Maintain collegial relationship with academy triad (Fellow, Leadership Mentor and Faculty Advisor)
- Attend two intensive workshops with their chosen Leadership Mentor
  - Workshop I
    - 12-14 April 2016, Indianapolis, IN
  - Workshop II
    - 3-6 April 2017, Indianapolis, IN
- Design an individualized leadership development plan with guidance from their Leadership Mentor and Faculty Advisor (assigned by STTI)
APPLICATION PACKET

- Implement and manage an interdisciplinary team leadership project that results in practice outcomes for underserved childbearing women and children up to 5 years old and aligns with the mission and vision of the Fellow’s association/organization/institution (A/O/I).
- Facilitate two in-person site visits with triad
- Attend academy celebration activities at STTI’s Biennial Convention

Learning Objectives

At the conclusion of the approximately 18-month academy, fellows will have the skills to:

- Improve maternal-child health outcomes for underserved childbearing women and children up to 5 years old through leadership skills and evidence-based practice
- Introduce improvements in health systems or models of care
- Create and effectively lead an interdisciplinary team to improve maternal-child health practice outcomes for underserved childbearing women and children up to 5 years old
- Contribute to the field through project evaluation, communication and dissemination of results
MATERNAL-CHILD HEALTH NURSE LEADERSHIP ACADEMY (MCH NLA)

The Sigma Theta Tau International MCH NLA, presented in partnership with Johnson & Johnson, is an 18-month program that develops the leadership skills of maternal and child health nurses and nurse midwives who work in a variety of health care settings in North America. The academy prepares these nurses for effective interprofessional team leadership as they strive to improve the quality of health care for childbearing women and children up to 5 years old.

MCH PROJECTS

90% of projects are sustained due to policy changes and improved patient care.

50% of projects served as a catalyst for other projects aimed at improving the health and well-being of mothers and babies.

MCH PARTICIPANTS

67% of participants report receiving rewards and recognition since joining the academy.

34% of participants report receiving promotions after joining MCH.

WWW.NURSINGSOCIETY.ORG/MCH

*MCH NLA utilizes the Leadership Practices Inventory® by James M. Kouzes and Barry Z. Posner to measure the leadership development of academy participants over time.

The data in this graphic highlights the last three cohorts of MCH NLA (2009-2013).
The MCH Nurse Leadership Academy is a Johnson and Johnson grant-funded program. The out-of-pocket expenses will vary from year to year based on the funds available. The 2016-2017 cohort will have the following covered throughout their time in the academy:

- Lodging for workshops 1 & 2
- Breakfast and lunch at workshops 1 & 2
- 2-day registration for STTI’s Biennial Convention
- 2 hotel nights at STTI’s Biennial Convention
- All required workshop learning materials

Anticipated expenses for the Fellow and Leadership Mentor:

- Fellow participation fee- $625
- Travel to workshops (1 & 2) and STTI’s Biennial Convention
- Dinner during workshops (1 & 2)
- All meals at STTI’s Biennial Convention (except for celebration dinner)
- Expenses related to travel for Fellow’s two site visits
- Additional activities associated with the Fellow’s individualized leadership plan and project

Recommended sources for financial assistance include:

- Employers
- Civic organizations
- Hospital auxiliaries
- Government agencies
- Community and professional foundations
- Professional organizations and STTI chapters.
APPLICATION PACKET

The Fellow and Leadership Mentor are strongly encouraged to seek a shared financial commitment from their employing agency/organization/institution as part of their participation in the academy.

Roles

Fellow

The Fellow develops a leadership project focused on improving maternal-child health outcomes and maternal-child nursing practice. As part of the project development, the Fellow will receive support from his or her Association, Organization or Institution (A/O/I) to form an interdisciplinary team in his or her practice setting or community to address a maternal-child health issue.

Leadership Mentor

Each Fellow selects an expert Leadership Mentor who participates in the academy workshops and guides the Fellow through the leadership development journey. The Leadership Mentor is an individual who is:
- Not the Fellow’s direct supervisor
- Familiar with the Fellow’s practice setting
- Agrees to champion, advise and advocate for the Fellow
- Demonstrates the leadership characteristics required of a Leadership Mentor

Faculty Advisor

The Fellow and Leadership Mentor are paired with a Faculty Advisor who acts as a facilitator during the Fellow’s leadership journey. This triad — Fellow, Leadership Mentor and faculty advisor — forms the basic functional unit of the
APPLICATION PACKET

academy that works collaboratively to complete the Fellow’s leadership development goals including team development, project planning, implementation and evaluation. A faculty advisor:

- Participates in the academy’s online application review and selection process as a reviewer
- Participates in curriculum development, presentation and evaluation; advising and mentoring
- Works with other MCH Nurse Leadership Academy faculty advisors, STTI and Johnson & Johnson staff to achieve program goals and objectives

Selection Criteria

The academy is open to those whose practice includes nursing service, administration, education or research concentrating on the health of mothers and children.

Fellow Criteria

Fellow applications will be evaluated based on the MCH Nurse Leadership Academy application, leadership project, letter of support from A/O/I and the following characteristics:

- Demonstrate knowledge, competence and work experience in maternal-child health nursing
- Demonstrate a desire to exert a profound impact in the quality of care and health outcomes for underserved childbearing women and children up to 5 years old
- Possess the potential to achieve higher levels of leadership in their health care institutions
- Possess a baccalaureate or higher degree in nursing or an equivalent nursing degree
- Have strong skills in written and spoken English
Leadership Mentor Criteria

Fellow applicants must select an experienced individual who is not a direct supervisor, has a letter of support from their A/O/I and who demonstrates the following characteristics:

- Exhibits extensive leadership experience
- Possesses mentorship knowledge and expertise to guide and support the Fellow’s leadership journey
- Demonstrates success as a mentor as evidenced by the accomplishments of prior mentees
- Ability to facilitate new networking opportunities and assist with navigating organization structure and culture
- Is able to listen and provide feedback to assist throughout the Fellow’s leadership journey

Leadership Project Criteria

The ultimate goal of the MCH Nursing Leadership Academy is improved health for underserved childbearing women and children up to 5 years old by having a profound impact on the quality of care and health outcomes. This goal is achieved directly from the projects completed during the academy (which creates system change), and indirectly from ongoing nurse leadership throughout the nurse’s career. Fellow leadership projects will be evaluated based on the following characteristics:

- Potential to foster the Fellow’s leadership development
- Potential to improve health care of underserved childbearing women and children up to 5 years old
- Potential for the project’s sustainable positive impact upon the healthcare organization/system
- Potential for project’s completion and measurable outcomes in 18-month time frame
APPLICATION PACKET

Letter of Support from A/O/I Criteria

Both the Fellow and Leadership Mentor require a letter of support from their A/O/I. Fellow and Leadership Mentors letters of support from A/O/I will be evaluated based on the following characteristics:

- Recommendation for Fellow and Leadership Mentor participation in the MCH Nurse Leadership Academy
- Support for the attainment of the identified leadership project goals (time, resources, etc.)
- Financial commitment

Thing to consider – if your support is coming from multiple sources, a letter from each A/O/I should be written identifying the form of support they will provide. For example, if your place of employment will be providing the time-off, but your nursing association will be providing the financial resources please submit a letter from both organizations.

IMPORTANT: STTI membership is not a requirement for participation in the academy as a Leadership Mentor or Fellow

Frequently Asked Questions (FAQs)

1. What if I haven’t been a formal leader in my organization? Should I still apply?
Yes. The most effective leaders in an organization are not always the “formal” leaders. Informal leaders who influence others because of their leadership capabilities are very important. Many more formal and informal nurse leaders are needed in local, national and international settings to advance the health care interests and benefits of mothers and children.

2. Will there be any continuing education (CE) for Fellows and Leadership Mentors who complete the program?
Yes. Fellows and Leadership Mentors will receive CE for their attendance at workshops 1 and 2.
3. Where can I get an idea for a project?
   - Project ideas can come from patients, families, health care professional colleagues, managers and people in your community
   - Listen for “What if…”, “Why can’t we…”, “I wish you would…”, and “Why don’t you…” conversation starters
   - Professional journals
   - Be connected with professional specialty organizations
   - Be tuned in to current events
   - Be aware of current practice improvement efforts that could be adapted to your situation

4. Is there an ideal location for a project?
The ideal location for a project is an environment providing health care for mothers, infants, and children up to age 5. Settings where individuals make policies, rules and regulations affecting the needs this population are desired.

   Possible project settings:
   - Acute care: academic, community, rural
   - Chronic care
   - Child day care (up to age 5)
   - Community care
   - Outpatient care
   - Managed care system
   - Health care providers and/or clinics
   - Planned Parenthood clinics
   - Public/health care policy
   - Schools (for children up to age 5)

5. I have an idea for a project, but do not know if it will work and/or be supported by my institution. What should I do?
Talk to your supervisor and colleagues to see if they view the situation/need as you do. Once these individuals are on board have them advocate for you and arrange conversations with policy leaders of your institution, from whom you
need buy in. A flexible approach is important. Occasionally, it becomes necessary to modify a project after the academy begins.

6. What if my Leadership Mentor cannot attend both workshops?
The workshops are an interactive/participatory experience and Leadership Mentors must be able to attend both workshops. If a Leadership Mentor candidate is not able to attend both workshops, a different one must be chosen.

7. Should I interview Leadership Mentor candidates?
If the Fellow does not have a prior relationship with a Leadership Mentor, it might be helpful to interview several possible candidates to determine whether there is a good fit between the Leadership Mentor’s style and the Fellows needs.

8. What should I look for in a Leadership Mentor?
The Leadership Mentor should be someone who can provide the Fellow with guidance and feedback in a manner that allows them to grow in his or her leadership development.

9. Does my Leadership Mentor have to be a nurse?
No. The academy encourages the Fellows to develop interdisciplinary relationships. A Leadership Mentor from another discipline can provide valuable opportunities for the Fellow to develop linkages with other professionals involved in the health and health care of mothers and children.

10. Does my Leadership Mentor need to be an expert in maternal-child health?
No. The ideal Leadership Mentor has progressive leadership skills and understands what it means to lead in a health care environment.

11. Should I work with my Leadership Mentor on my application and project summary?
The academy encourages Fellows to work collaboratively with their Leadership Mentors on both the application and the project summary.
12. **Should I work with my direct supervisor in the development of my application and project summary?**
Yes. By involving a direct supervisor in the development of the application and project summary, they will gain an awareness of the time and support required for successful participation in the academy. This understanding and support must be reflected in the letter of support from the Fellow’s agency/organization/institution (A/O/I).

13. **How detailed should my project plan be?**
The project plan should include enough detail so that the review panel can evaluate the potential of the project to both advance the Fellow’s leadership development and have a positive impact on underserved childbearing women and children up to 5 years old. Of course, the project may evolve over time as the Fellow and Leadership Mentor work together.
APPLICATION PACKET

The following pages outline the content needed to complete the online application (online application opens Thursday, 1 October 2015). Please do not upload this entire application packet. Only upload the following items:

1. Fellow Application
2. Leadership Mentor (LM) Application
3. Fellow CV
4. LM CV
5. Fellow letter of support from institution
6. LM letter of support from institution

The online application will request that you enter the following information:

1. Membership Number (if you are a member)
2. Biographical Sketch
3. Age Range
5. Type of practice setting
6. Years have you been working in nursing
7. # of individuals you impact on an annual basis in your current professional position:
   • Ancillary Healthcare Personnel (CNAs, etc)
   • Clients/Patients/Families
   • LPNs/LVNs
APPLICATION PACKET

- Nursing Students
- Other Healthcare Professional Students (dieticians, physical therapists, pharmacists, etc.)
- Other Healthcare Professionals (dieticians, physical therapists, pharmacists, etc.)
- Registered Nurses

8. Contact information for your manager/supervisor

The online application system will open on Thursday, 1 October 2015. Applications are due, 3 January 2016 @ 11:59 PM (PST).
Fellow Application

INSTRUCTIONS: Please answer all the questions in the Fellow Criteria Application. Each question has a maximum word limit of 200.

Fellow Criteria

1. Describe your professional experience related to maternal-child health care.

2. Describe your professional and community leadership experiences. Provide examples.

3. Describe your formal and continuing education leadership experience. Provide dates.

4. Describe your current relationship with your selected mentor.

5. Describe how working with your selected mentor will impact your leadership development, professional growth and contribute to the implementation of your leadership project.

6. Describe how your personal leadership growth will contribute to your organizations mission, vision and values.
APPLICATION PACKET

INSTRUCTIONS: Please answer all the questions in the Project Criteria Application. Each question has a maximum word limit of 200.

Project Criteria

7. Describe the aim of the project. (What are you trying to accomplish?)

8. How will you measure improvement?

9. What changes will you project make that will result in maternal-child health care improvement for underserved childbearing women and children up to 5 years old?

10. Describe how your leadership project will help develop and foster your leadership skills.

11. List other organizations, groups or journals that you anticipate will be interested in the outcome data from your leadership project.

12. Describe how your completed leadership project will contribute to your organization’s mission, vision and values.
Leadership Mentor Application

INSTRUCTIONS:
Please answer all the questions in the Leadership Mentor Application. Each question has a maximum word limit of 200.

1. Name two of the greatest lessons you have learned specific to leadership?

2. How will you use these lessons to help with the leadership development of your fellow?

3. What is your mentoring philosophy?

4. What performance and/or quality improvement expertise relevant to today’s health care setting do you possess that would support the fellow in the following two areas:
   a. Leadership Project
   b. Leadership Journey

5. What is your current relationship to the prospective Fellow? Include how long you have known this individual.

6. How do you plan to facilitate new networking opportunities for the Fellow?

7. How will you assist the Fellow in navigating organization structure and culture?

8. What, if any, barriers do you foresee that could hinder the completion of this project within the approximately 18-month timeframe?
Fellow Letter of Recommendation (from A/O/I)

INSTRUCTIONS:
Please answer all the questions. Each question has a maximum word limit of 200.

1. Recommendation and rationale for fellow to participate in the MCH Nurse Leadership Academy.

2. Describe in detail the support your A/O/I will provide for our fellows project and leadership journey.

3. Detail the financial commitment provided by your A/O/I. Include information on leave, travel, project time and resources.
Leadership Mentor Letter of Recommendation (from A/O/I)

INSTRUCTIONS:
Please answer all the questions. Each question has a maximum word limit of 200.

1. Recommendation and rationale for leadership mentor to participate in the MCH Nurse Leadership Academy.

2. Describe in detail the support your A/O/I will provide for our leadership mentors facilitation of the fellows leadership and skills acquisition.

3. Detail the financial commitment provided by your A/O/I. Include information on leave, travel, project time and resources.