Nurses at the Table: Building Your Leadership Skill Set

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Objectives

• Identify the key IOM recommendation #7 Prepare Nurses to lead change
• Describe key roles and competencies for board membership
• Identify 5 self reflection questions and action steps to assist with finding and selecting a board opportunity
• Describe five benefits of board membership
• Discuss resources for board member success
Nursing Leadership in the Boardroom

I. Why Now?
II. Why Me?
III. What do I need to be Board-Ready?
IV. How to Prepare
V. Call to Action

ON THE PATH TO BOARD LEADERSHIP

Nurse leaders in the Boardroom
Why Now? Health Care Reform Needs Nursing Leadership

- Passage of federal health care reforms
- Greater need for nursing leadership in a reformed health care system
- Realizing the vision will require a leadership transformation in nursing

Nurse leaders in the Boardroom
Why Now? Opinion Leaders Want Nursing Leadership

Nurses ranked lowest among professions and groups who will influence health care reform in next 5-10 years.

Top barriers to nurses’ influence and leadership were “not important decision makers” and physicians “are revenue generators.”

Almost all say nurses should have more influence in planning, policy and management.

Gallup poll: Nursing Leadership from Bedside to Boardroom: Opinion Leaders’ Perceptions (January 2010) conducted by Gallup, funded by the Robert Wood Johnson Foundation.
IOM Recommendation 7: Prepare and enable nurses to lead change to advance health

- Public, private, and governmental decision makers at every level should include representation from nursing on boards, on executive management teams, and in other key leadership positions.
- Nurses should be full partners with physicians and other healthcare partners to redesign care.
National Initiative

• Nurses on Boards Coalition
• **Goal:** 10,000 nurses on boards by 2020

• Corporate
• Insurance
• Hospital
• Philanthropic
• Legislative appointed advisory boards
• Citizen elected boards
Wisconsin Action Coalition

Wisconsin Nursing LEADs the PACC

**Co-Leads:** WCN & Rural WI Health Cooperative

- One of 16 states working on leadership
- Board leadership survey to nurses
- Questions added to relicensure survey
- Leadership and philanthropic training
- Development of a board leadership mentoring program
Today’s Challenging Environment

• Rapid transformation and redesign
• Financial pressures and economic uncertainty
• Workforce shortages
• Competitive landscape
• Ambiguity and chaos
What, if anything, do you think could be done to ensure that nurses take on more leadership in improving health status and delivering healthcare services in the United States today?

- Make their voices heard/increased input: 15.3%
- Higher expectations/accountability: 12.1%
- Work on improving perception of nursing: 9.7%
- Improved hospital management/administration: 6.6%
- Improved access to continuing education/pursuing advanced degrees: 5.1%
- Improved pay/benefits/incentives: 5.1%
- Improve relationship w/ physicians: 4.7%
Why Now? IOM *Future of Nursing* Report Recommendations

Prepare and enable nurses to lead change to advance health:

Nurses should take responsibility for their personal and professional growth by continuing their education and seeking opportunities to develop and exercise their leadership skills.

Nursing associations should provide leadership development, mentoring programs, and opportunities to lead for all their members.

Nursing education programs should integrate leadership theory and business practices across their curricula, including clinical practice.

Public, private, and governmental health care decision makers at every level should include representation from nursing on boards, on executive management teams, and in other key leadership positions.

Nurses account for only 6% of boards seats in hospitals nationwide.

Indicator 5: Leadership

IOM Recommendation:
Health care decision-makers should ensure leadership positions are available to and filled by nurses.

Percent of hospital boards with RN members

Not just a nursing issue

Milwaukee Business Journal June 20

• Milwaukee Women, Inc. Survey
• In WI 12% of top public corporations have women in executive suite
• Only 14% in board room
## WOMEN DIRECTORS

Women make up 14.3% of Directors, on par with 14.4% in 2012.
- 63 of the 441 Director seats in the WI 50 are held by women, unchanged from Fall 2012.
- 22 new Directors were elected or appointed to board seats in the WI 50 between January and October 2013. Four of the Directors were women (18% or 1 in 6 new board members).

**Eight companies (16%) in the WI 50 have 25% or more women Directors (down from nine in 2012):**
- Alliant Energy Corporation (50%)
- Wisconsin Energy Corporation (33%)
- ManpowerGroup, Inc. (31%)
- Brady Corporation (29%)
- Journal Communications, Inc. (29%)
- Associated Banc-Corp (27%)
- Manitowoc Company, Inc. (The) (25%)
- MGE Energy, Inc. (25%)

### Table: Women Directors at Wisconsin's 50 Largest Public Companies (WI 50) – Fall 2013

<table>
<thead>
<tr>
<th>Company</th>
<th>Total Directors</th>
<th>Women Directors</th>
<th>Percentage of Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alliant Energy Corporation</td>
<td>10</td>
<td>5</td>
<td>50.0%</td>
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<tr>
<td>Wisconsin Energy Corporation</td>
<td>9</td>
<td>3</td>
<td>33.3%</td>
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<tr>
<td>ManpowerGroup, Inc.</td>
<td>13</td>
<td>4</td>
<td>30.8%</td>
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<tr>
<td>Brady Corporation</td>
<td>7</td>
<td>2</td>
<td>28.6%</td>
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<tr>
<td>Journal Communications, Inc.</td>
<td>7</td>
<td>2</td>
<td>28.6%</td>
</tr>
<tr>
<td>Associated Banc-Corp</td>
<td>11</td>
<td>3</td>
<td>27.3%</td>
</tr>
<tr>
<td>Manitowoc Company, Inc., (The)</td>
<td>8</td>
<td>2</td>
<td>25.0%</td>
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<tr>
<td>MGE Energy, Inc.</td>
<td>8</td>
<td>2</td>
<td>25.0%</td>
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<tr>
<td>Modine Manufacturing Company</td>
<td>9</td>
<td>2</td>
<td>22.2%</td>
</tr>
<tr>
<td>Sensient Technologies Corporation</td>
<td>9</td>
<td>2</td>
<td>22.2%</td>
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<tr>
<td>Kohl's Corporation</td>
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<td>2</td>
<td>20.0%</td>
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<tr>
<td>National Presto Industries, Inc.</td>
<td>5</td>
<td>1</td>
<td>20.0%</td>
</tr>
<tr>
<td>Regal-Beloit Corporation</td>
<td>10</td>
<td>2</td>
<td>20.0%</td>
</tr>
<tr>
<td>Snap-on Inc.</td>
<td>10</td>
<td>2</td>
<td>20.0%</td>
</tr>
<tr>
<td>Johnson Controls, Inc.</td>
<td>11</td>
<td>2</td>
<td>18.2%</td>
</tr>
<tr>
<td>Oshkosh Corporation</td>
<td>11</td>
<td>2</td>
<td>18.2%</td>
</tr>
<tr>
<td>Bemis Company, Inc.</td>
<td>12</td>
<td>2</td>
<td>16.7%</td>
</tr>
<tr>
<td>First Manitowoc Bank</td>
<td>6</td>
<td>1</td>
<td>16.7%</td>
</tr>
<tr>
<td>Johnson Outdoors Inc.</td>
<td>6</td>
<td>1</td>
<td>16.7%</td>
</tr>
<tr>
<td>Baylake Corp.</td>
<td>13</td>
<td>2</td>
<td>15.4%</td>
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<tr>
<td>Harley-Davidson, Inc.</td>
<td>13</td>
<td>2</td>
<td>15.4%</td>
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<tr>
<td>Quad/Graphics, Inc.</td>
<td>7</td>
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<td>14.3%</td>
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<tr>
<td>Weyco Group, Inc.</td>
<td>7</td>
<td>1</td>
<td>14.3%</td>
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<tr>
<td>Anchor BanCorp Wisconsin Inc.</td>
<td>8</td>
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<td>12.5%</td>
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<tr>
<td>Badger Meter, Inc.</td>
<td>8</td>
<td>1</td>
<td>12.5%</td>
</tr>
<tr>
<td>Bon-Ton Stores, Inc.</td>
<td>8</td>
<td>1</td>
<td>12.5%</td>
</tr>
<tr>
<td>Douglas Dynamics, Inc.</td>
<td>8</td>
<td>1</td>
<td>12.5%</td>
</tr>
<tr>
<td>Actuant Corporation</td>
<td>9</td>
<td>1</td>
<td>11.1%</td>
</tr>
<tr>
<td>Briggs &amp; Stratton Corporation</td>
<td>9</td>
<td>1</td>
<td>11.1%</td>
</tr>
<tr>
<td>Plexus Corp.</td>
<td>9</td>
<td>1</td>
<td>11.1%</td>
</tr>
<tr>
<td>Roadrunner Transportation Systems, Inc.</td>
<td>9</td>
<td>1</td>
<td>11.1%</td>
</tr>
</tbody>
</table>

**WI 50 Companies with at least one woman Director**
Why are Nurses Needed in the Boardroom?

• Nursing’s Unique View
• Patient/Family/Community Focused
• Advocates for Quality, Access, Value
• Big Picture Thinkers
• Keen Assessment Skills
• Innovative Problem Solvers
• Negotiators
• Inter-professional Collaborators
On the path to board leadership

Responsibilities and Roles of a Board Member

What do I need to know to become “Board-Ready”?
The key quality of a steward is the belief in something greater than yourself.

Taking a multidimensional position—means placing the best interest of the organization above career advancement, special interest groups, personal agendas.
Stewardship and governance

• Service
• Organizations best interests based on mission, vision, values, and strategic goals
• Advocate for organizations stakeholders for present and future success
Steward of the organization’s values, beliefs, missions and visions.

Responsibility to act in the best interest of the organization in exercising its authority.

Accountable to the boards’ constituents and stakeholders for all decisions and actions.

To hold something in trust for others.
A Board ensures that the organization:

• Maintains legal and ethical standards.
• Implements actions and policies that actively serve the organization’s mission.
• Is accountable in their practices and policies.
Exercise power and authority in the best interest of the organization.

Be informed about the organization and its activities, participate in decisions and do so in good faith.

Adhere to the organization’s bylaws, be guardians of its mission and comply with applicable laws.

Nurse leaders in the Boardroom

STEWARDSHIP: Responsibility

Care

Obedience

Loyalty
Competencies

• Health care delivery and performance
• Quality and Patient Safety
• Business and Finance – P/L
• Human Resources
• High Expectations
• Collaboration
• Innovation
• Strategy
Responsibilities of Non-Profit Boards (Board Source)

- Determine the organization’s mission and purpose
- Support and evaluate the chief executive officer
- Ensure effective organizational planning and budgeting
- Monitor the effectiveness of programs and services
- Ensure adequate financial resources and controls
- Define prerequisites for potential new board members, orienting members, and periodically evaluating performance
- Adhere to legal and ethical standards and norms
- Clearly define and articulate the organization’s mission, accomplishments and goals to gain support from the community
- Overall, board members have a duty of loyalty to the organization, its staff and other board members.
- Complete annual self evaluation
Governance is the process of providing leadership, direction and accountability to an organization.

Core Values are qualities, standards or principles regarded as desirable, important and worthy of esteem.

Vision defines the desired or intended future state of an organization.

Mission is why the organization exists to serve and what it does for those it serves.
**Principles of Governance**

- Do no harm to the organization
- Contribute for the good of the organization
- Lead by example
- Take collective action
- Uphold an organization’s mission and vision
The **process** of governance is making and implementing decisions.

**GOVERNANCE**

**Governance Functions of Board of Directors**

- Operational Performance
- Strategic Planning & Direction
- Policymaking
- Advocacy
- Stakeholder Relationships
- Fiduciary Oversight
- Fund Development
- Leadership Development
RESPONSIBILITIES

Operational Performance

Evaluate how effective the organization’s management is in meeting goals.

Establish Transparency

Maintain Confidentiality

Continuous Improvement
Express the board and organization’s view, commitment and values on an issue – as the basis for action.
Advocate on behalf of the communities served by the organization ensuring quality, safety and customer satisfaction.
Identify, prioritize and understand (people, groups, organizations and systems) stakeholders that affect or can be affected by the board’s actions.
Monitor the financial health of the organization and ensure that appropriate financial controls are in place.
RESPONSIBILITIES

Fund Development

Lead in building philanthropic support to ensure the organization’s financial security.
Board Considerations

• Orientation
• Culture
• Seating
• Robert Rules of Order
• Parliamentarian
• Board Packet-Agendas- consent agendas
• Information versus Decision
Financial Basics for Boards

- Review 990-Guidestar.org
- Use of Excel
- Generally Accepted Accounting Principles-
- Audit
Key Financial Statements

• Balance Sheet
• Entity is defined
• Assets - resources owned by entity - anything with an economic value - tangible or intangible (good credit)
• Liabilities - obligations to outside creditors
• Net Assets = Net worth or total book value

• Concepts of cost, matching (same account period)
• Cash versus accrual accounting
• Consistency - same accounting methods across time periods
• Full disclosure - fair representation
Financial Basics Continues

• Know the fiscal year
• Income statement- How much did we make
• Cash Flow
• Financial statements including financial notes
• Financial controls- Policy and procedures, journal logs, ledger
• Ratios and financial targets- How does the organization compare?
Share your Wisdom from a board experience
Benefits

• Expands skill sets
• Increases networks
• Inspiring and empowering
• Expands your world view
• Making a positive difference across organizations and communities
How to Prepare

Be Passionate

Find a board that has a mission, values and/or vision you feel passionately about.

Have the energy, commitment and enthusiasm to be a board leader by utilizing your personal and professional skills and interests.

Dedication to a cause or an issue
Willingness to commit
Goal for the overall good of an organization
Demonstrate Expertise
How to Prepare

- Find a mentor
- Volunteer
- Network

Nurses interested in leadership positions should seek the advice of other leaders.
Prepare and Enable Yourself

• Take Full self responsibility for Professional Growth
• Seek Opportunities for Leadership in the public, private and government domains
How to Prepare

Planning & preparing to succeed on a board

Be Passionate

Seek Ongoing Education

Create a Personal Strategic Plan

Build Connections

Start Locally
Self Reflection questions

• Are you passionate about the mission?
• What do you hope to learn and grow from the experience?
• Can you contribute the expected time and talents to be an effective board member?
• What expertise or ways are you contributing?
• Do you understand your role with fund raising?
Call to Action

Now is the time to take your leadership to the next step!
How to Prepare

Create a Personal Strategic Plan

Identify the board you want to serve on and how to get there.

Before you begin...do your homework!
Finding Board Opportunities

- Linked In and group blogs
- Updated Bio with skill sets
- Positive attitude and openness
- Research organizations of interest
- Attend special events and get to know board members
- Network- Network- Network
- Volunteer with organizations of interest
- Employer connections
Action Steps to selecting a board

- Know your gifts and interests
- Check Alignment of organization to your own values interests
- Is it mutually a good fit?
- 990’s are required. Guidestar.org
- Visit location
- Meet CEO or Executive Director
- Consider using checklist from Spano Pratt
- Ongoing development
Your board goal or interest area

• What board are you interested in?
• What are one or two next steps?
• Discuss development opportunities
• Find a mentor
• Network
Resources

• WCN leadership toolkit
  • http://www.wisconsincenterfornursing.org/documents/Leadership%20Collaborative%20Minutes/Leadership%20Toolkit%202015.pdf
  • Campaign for Action: National Leadership video and resources
  • http://campaignforaction.org/directory-of-resources/promoting-nurse-leadership
CEU

• Sign in
• Complete evaluation
• Pick up your CEU certificate
• Thank you for your time

• Contact Information
  • bpineken@hcleaders.com
  • pinekenstein@wisc.edu