



Welcome/Introductions

8/1/2024

Joyce Batcheller Copyright 2024

1



Transitioning Into An Executive Role

- **Joyce Batcheller, DNP, RN, NEA-BC, FAONL, FAAN**
President, Texas Nurses Association
President (Co-Founder) The Nurses Legacy Institute



Recipe for A Successful Transition

8/1/2024



4

Quick Polling Questions

Length of time
in current role:

**1. How many of you have been in
your role less than 1 year?**

2. Greater than 1 year?

3. Greater than 2 years?

Promotion

1. How many of you promoted from within the organization?

2. How many of you were hired from the outside?

Kind of Organization and Former Leadership.

1. How many of you work at a critical access hospital?

2. How many of you work at a rural hospital?

3. How many of you are at a site that is part of a region or system?

4. How many of you followed a former leader who was well liked and respected?

Leadership Development

1. How many of you work in an organization that provided a formal orientation to learn your new role?

2. How many of you have a mentor to help you with your leadership role?

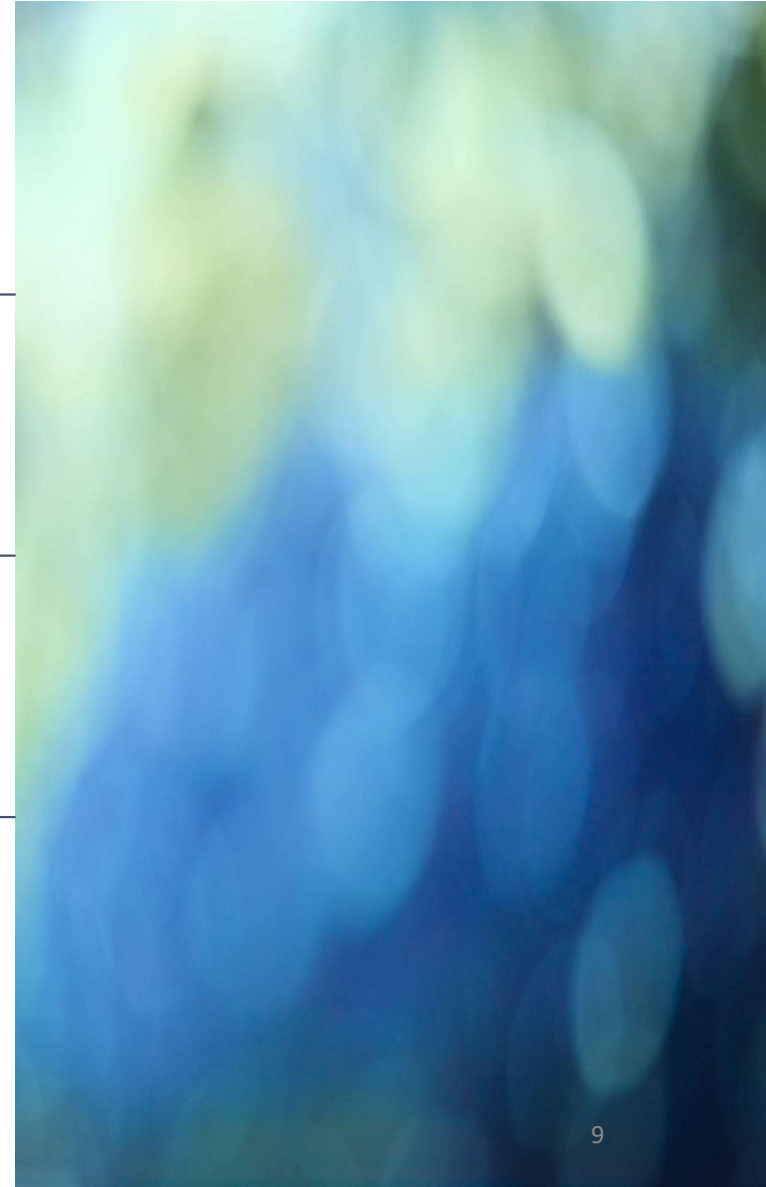
3. How many of you belong to a professional nursing association?

4. How many of you have achieved a certification in nursing administration?

**What has changed for
you professionally?**

**Do you socialize with different
people now?**

**Have you developed/expanded
your network?**



Loneliness At The Top



Joyce Batchelor, Copy 10/1/2024





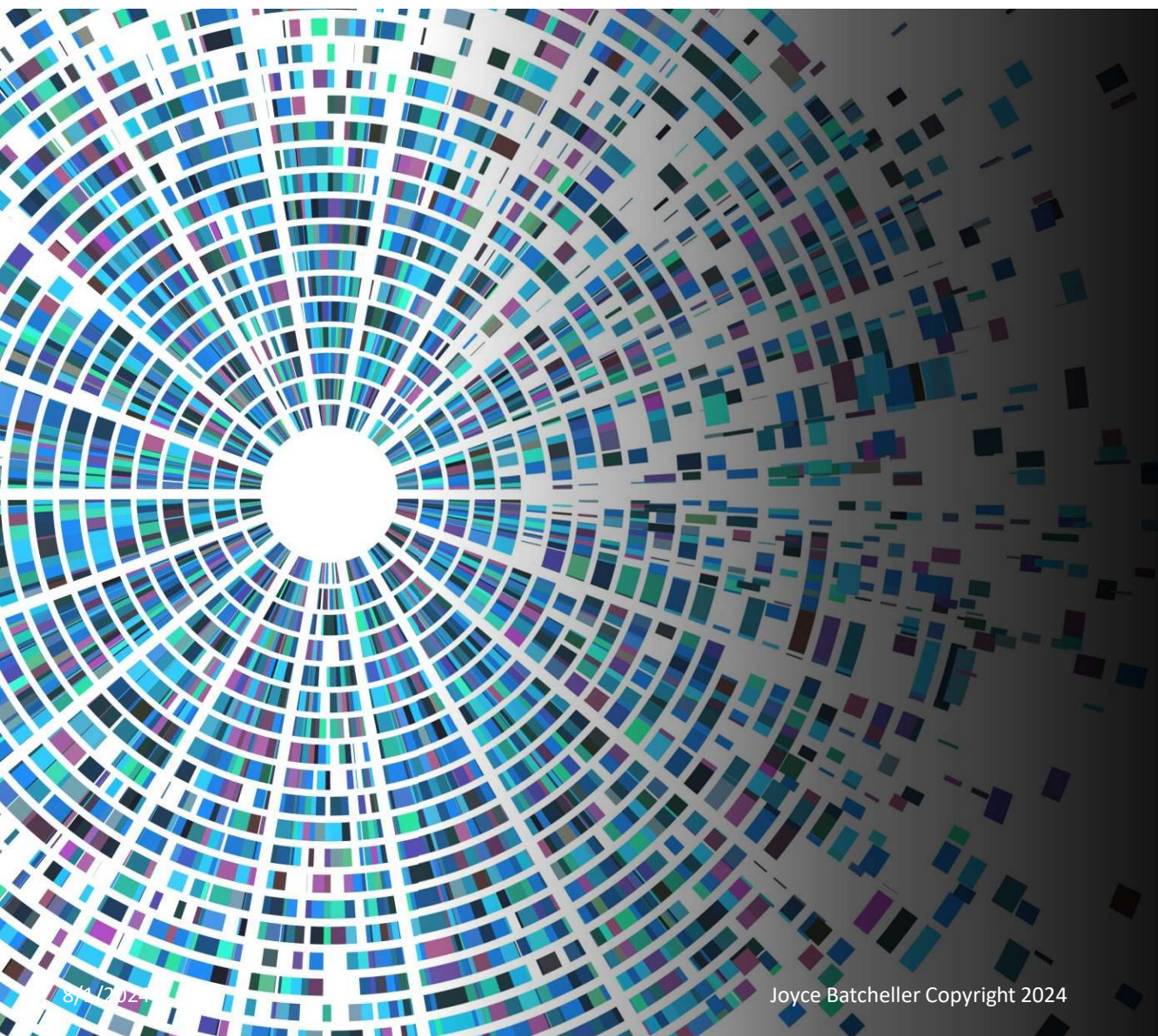
shutterstock.com | 13895016000



dreamstime.

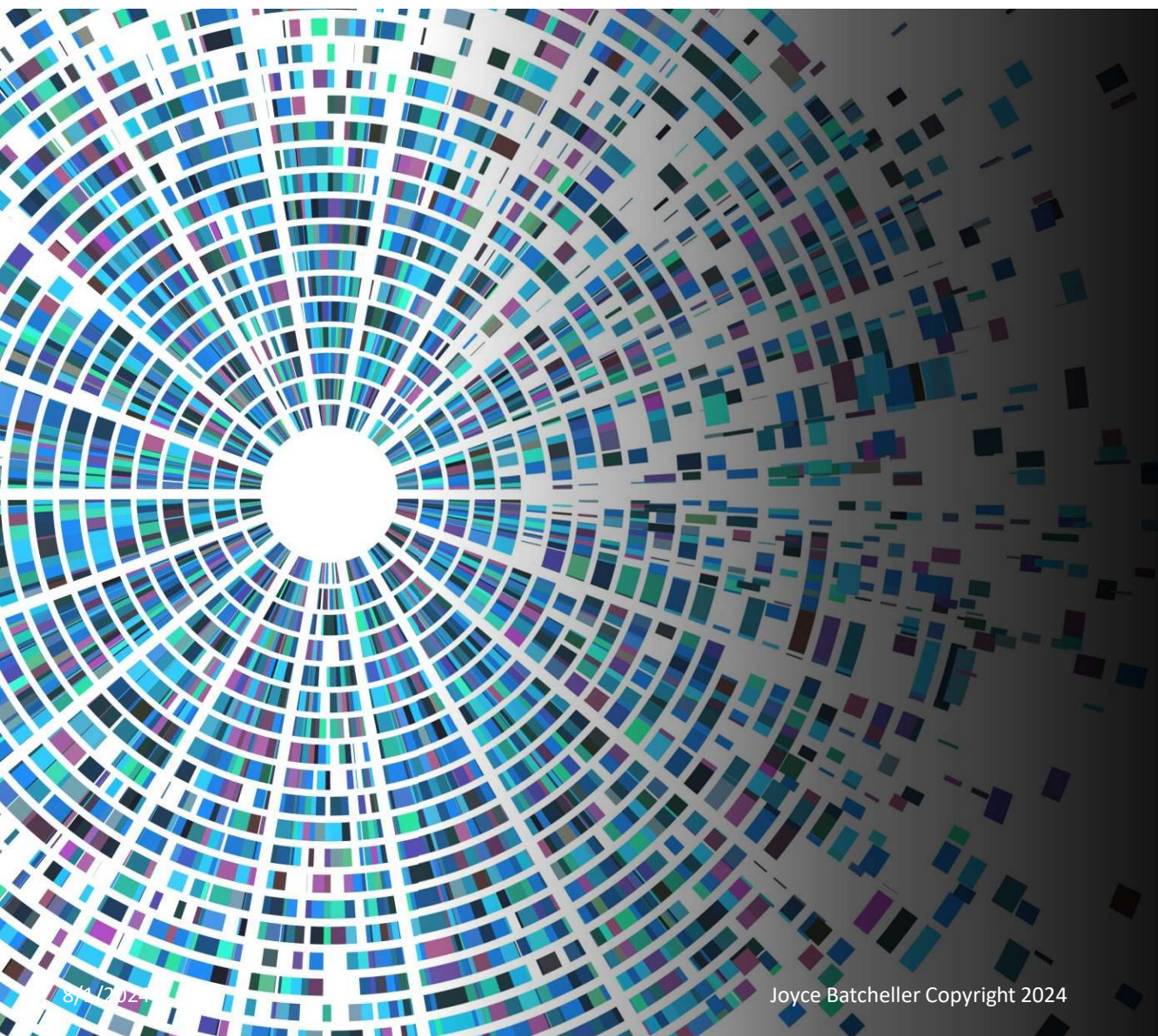
8/1/2024

What have you transitioned into?



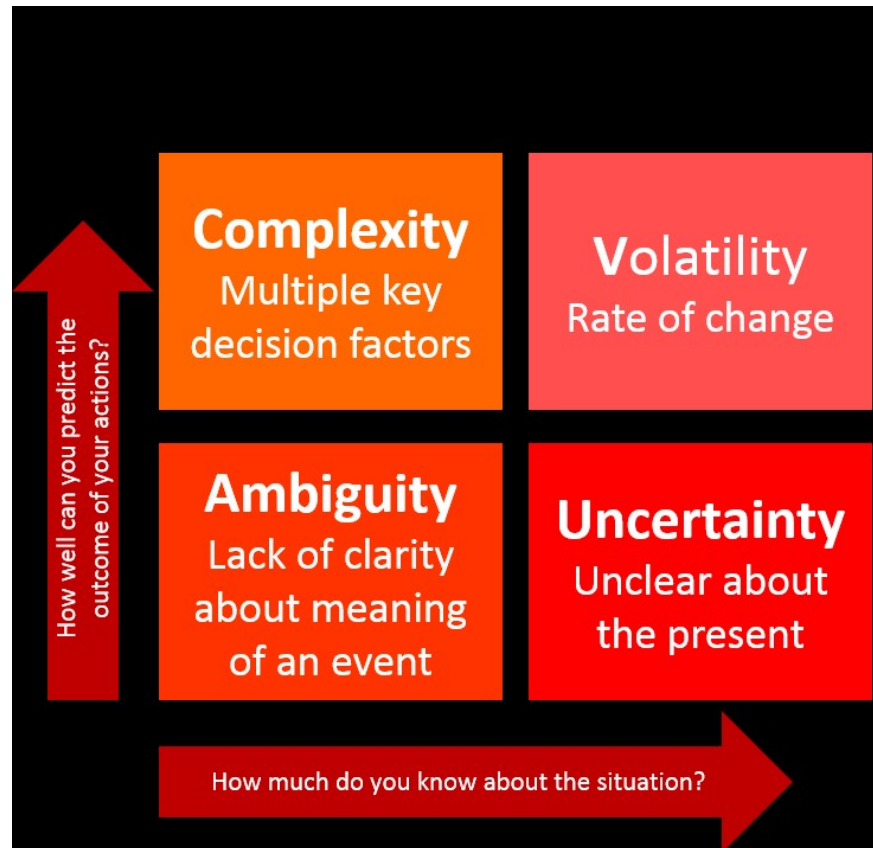
Post COVID Challenges:

1. What has and continues to change in healthcare?
2. How are these changes impacting leadership roles?



1. What has and continues to change in healthcare?

Healthcare is a VUCA Environment





Ongoing Challenges

Other Trends for 2024



Hospitals acquiring or partnering with non-traditional industry disruptors and innovators (tech giants, telecom retail)



Generative AI and digital transformation



Workforce talent challenges



Outsourcing and offshoring

Mental health and well being is a priority

Employees with technology/digital transformation skills

Outsourcing services like revenue cycle, billing, claims, finance overseas where labor costs are significantly lower)

Other Trends for 2024



Hospitals acquiring or partnering with non-traditional industry disruptors and innovators (tech giants, telecom retail)



Generative AI and digital transformation



Workforce talent challenges



Outsourcing and offshoring

**Mental health and well being is a priority
Employees with technology/digital transformation skills**

Outsourcing services like revenue cycle, billing, claims, finance overseas where labor costs are significantly lower)

Ongoing Challenges



Differences in pay between travelers and other nurses.



Heightened nursing workforce shortage concerns



Clinical placement challenges (graduate and undergraduate)



Transition into practice readiness concerns

Challenges in 2024



The impact of Artificial Intelligence



Empowered consumers

(virtual health, digital tools)



Affordability –especially high-cost medications



<https://www.walgreenshealth.com/health-services>



<https://www2.deloitte.com/us/en/blog/health-care-blog/2023/outlook-for-health-care.html>

New Possibilities



© Copyright 2024

01/24/2024

A photograph showing a white computer keyboard in the upper right corner and a black stethoscope lying on a white surface. The stethoscope's chest piece is positioned near the keyboard, and its tubing extends towards the bottom right. The text 'New Models of Care' is centered in the lower half of the image.

New Models of Care

8/1/2024

MEDICAL ROBOTICS

Benefits of Medical Robotics in Healthcare





07092023

Joyce Batcheller Copyright 2023

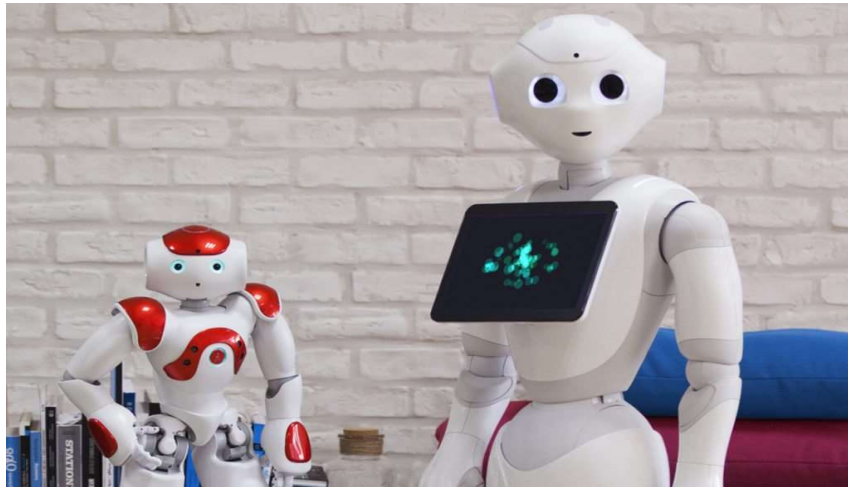
24

Moxie

<https://www.diligentrobots.com>



Meet Pepper and Robear



<https://www.nursingtimes.net/news/research/innovation/robots-could-revolutionise-care-of-older-patients-30-01-2017/>
© Copyright 2024

<https://www.theguardian.com/technology/2015/feb/27/robear-bear-shaped-nursing-care-robot>

Intuition Robots

- <https://www.intuitionrobotics.com/>
- <https://www.youtube.com/watch?v=mwy6499ih-8>

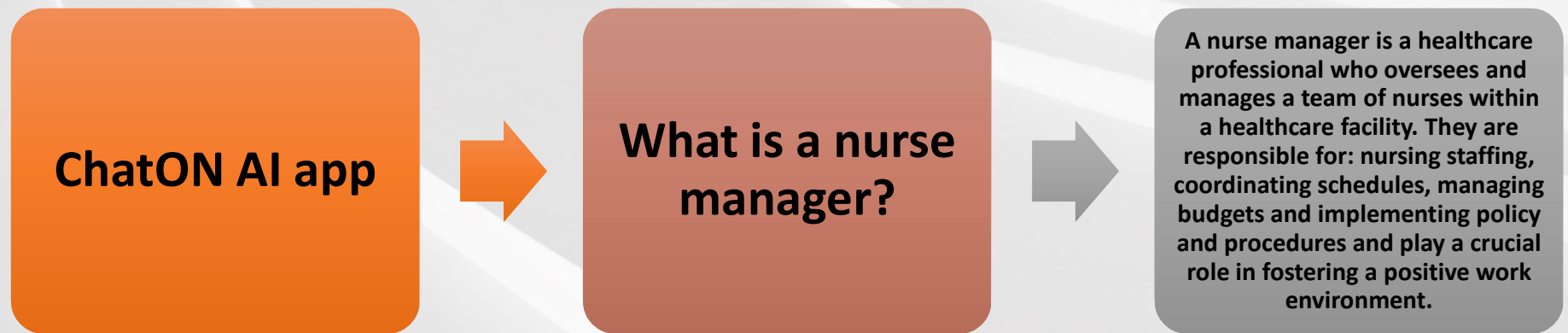




Samsung Health

<https://www.samsung.com/us/smarthings/>

Artificial Intelligence Example



Cybersecurity

- AUSTIN (KXAN) — It's now been several days since Ascension, a healthcare company in Central Texas, said it detected unusual activity on network systems, which they believed to be a "cybersecurity event."

- <https://www.kxan.com/https://www.youtube.com/c/KXANAustinN...>

Tattoo-like-sensor



<https://www.medicaldesignandoutsourcing.com/tattoo-like-sensor-measures-blood-glucose-levels-non-invasively/>

Stanford University researchers---Combined wireless electrical stimulation and biosensors to create a new type of bandage that could treat slow-to-heal injuries.

31

07092023

https://nurse.org/articles/nurserobots/?utm_source=email&bid=164505&utm_medium=email&utm_campaign=NORG-052423-Newsletter-ALL-News

- **The Policy and Payment Landscape**
- **Financial Fragility and Staffing Shortages**
- **The Shift Into Value**
- **The Disruptors**
- **Health Equity and the Social Determinants of Health**

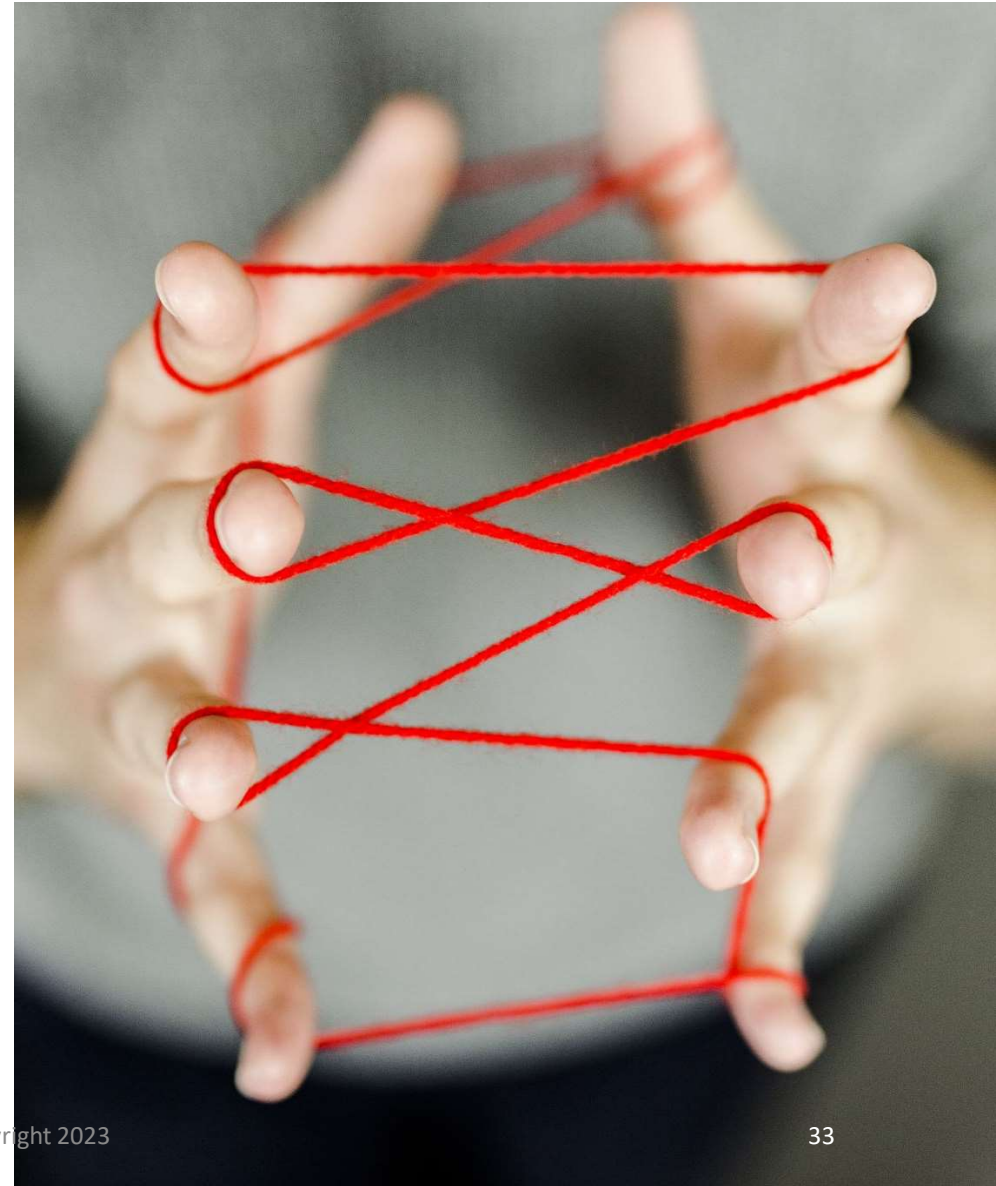
You Bosses Worry List



Top Priorities for Healthcare Leaders 2023-2024

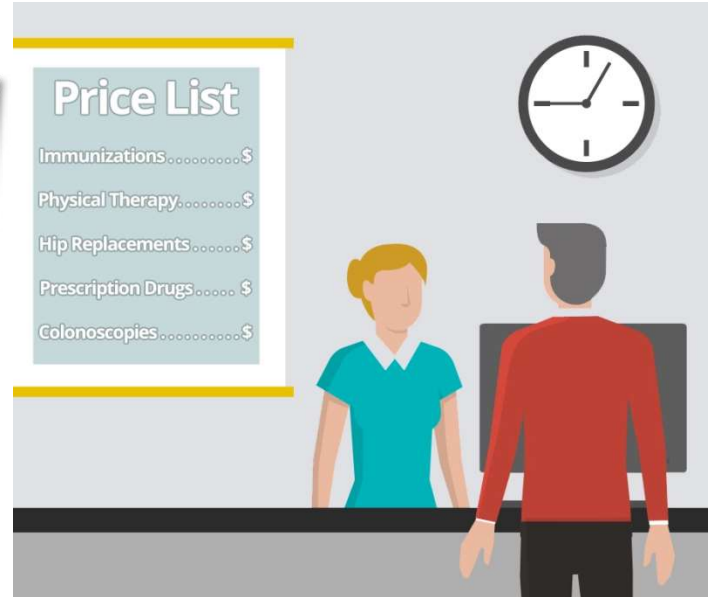
- **Clinical Transformation and the Learning Health System**
- **Interoperability and Artificial Intelligence**
- **Cybersecurity**
- **The Landscape Facing Senior Leaders: What Should Health IT Leaders Be Doing?**

https://cdn.baseplatform.io/files/base/ebm/hci/document/2022/07/Executive_Report_Top_Priorities.62d18ac069748.pdf



Consumers are Driving Change

Everything is the Patient Experience



Joyce Batcheller Copyright 2024



The Future Could/**Will** Look Different



CVS Health-Their Transformative Approach

We know that the current health care system is too inaccessible, complex and costly. So, inspired by our purpose and empowered by our strategy, we're using our unmatched reach and expertise to give more Americans greater access to quality care.

- Three Ways They are elevating care:
- Care Delivery
- Digital innovation
- CVS health ventures

- <https://www.cvs.com/project-health>

DispatchHealth: The broadest and deepest at home care



Joyce Batcheller Copyright 2024



Why Bridge Care and ED to Home?

Key healthcare industry facts and figures

Data shows gaps in transitional care from hospital to home:

Over
35 million
patients transition from
US hospitals every year¹

1 in 5
elderly patients are back
in the hospital within 30
days of discharge (20%),
according to the federal
government

\$26 billion
Pegged by the US
government for cost of
readmissions for
Medicare patients²

More than
\$17 billion
of readmission cost pays
for return trips that need
not happen if patients
get the right care²

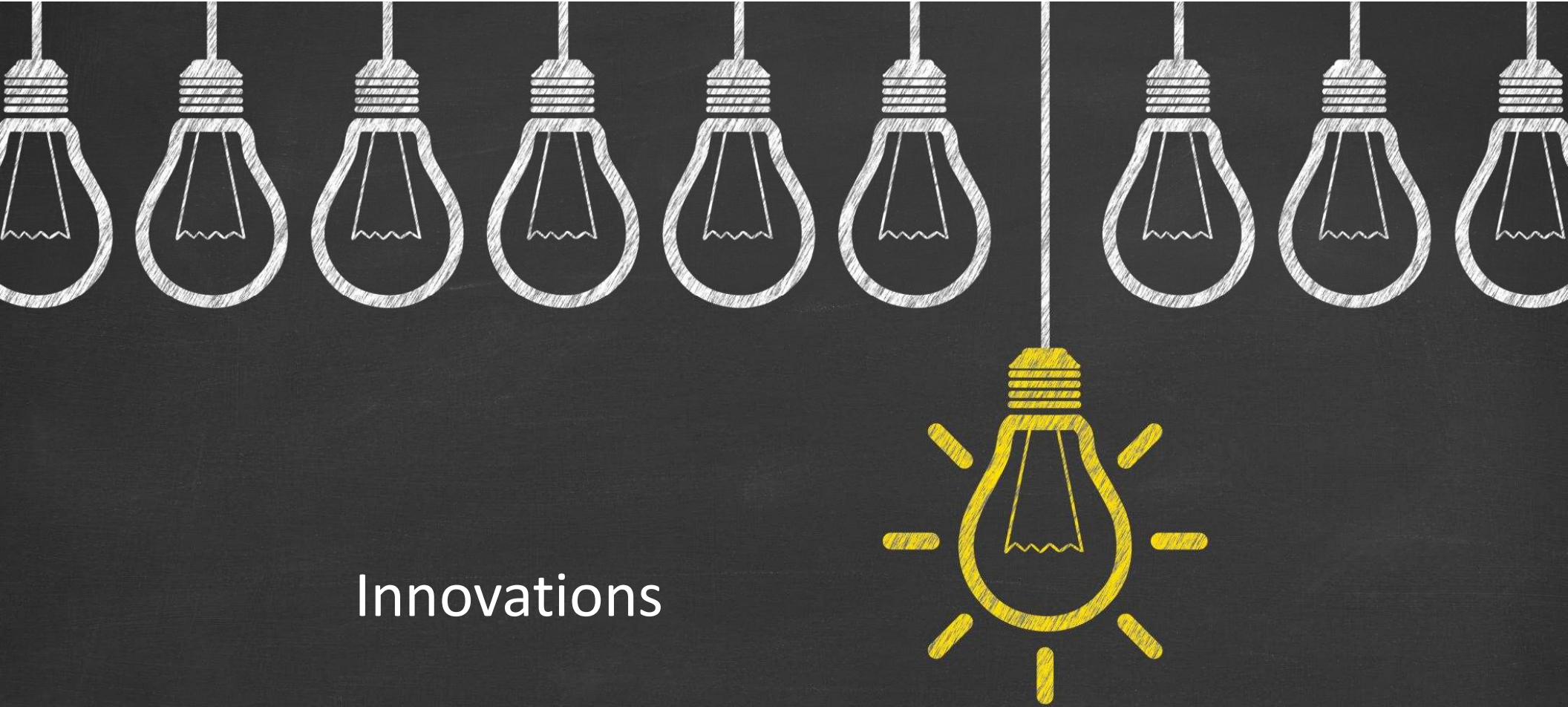
More than
half
of discharged Medicare
patients do not see a
primary care clinician or
specialist within 2 weeks
of leaving the hospital³

Hospital at Home®

An innovative care model for adoption by health care organizations that provides hospital-level care in a patient's home as a full substitute for acute hospital care.

The program is being implemented at numerous sites around the United States by VA hospitals, health systems (including Presbyterian Health System), home care providers, and managed care programs as a tool to cost-effectively treat acutely ill older adults, while improving patient safety, quality, and satisfaction.

<https://www.johnshopkinssolutions.com/solution/hospital-at-home/>



Innovations

MEDICAL ROBOTICS

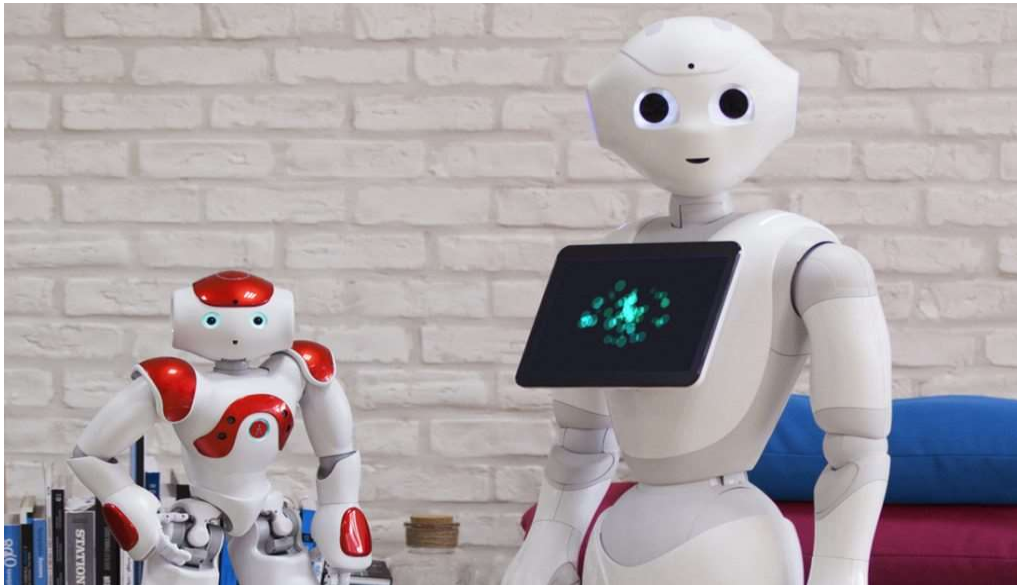
Benefits of Medical Robotics in Healthcare





Joyce Batcheller Copyright 2024

Meet Pepper and Robear

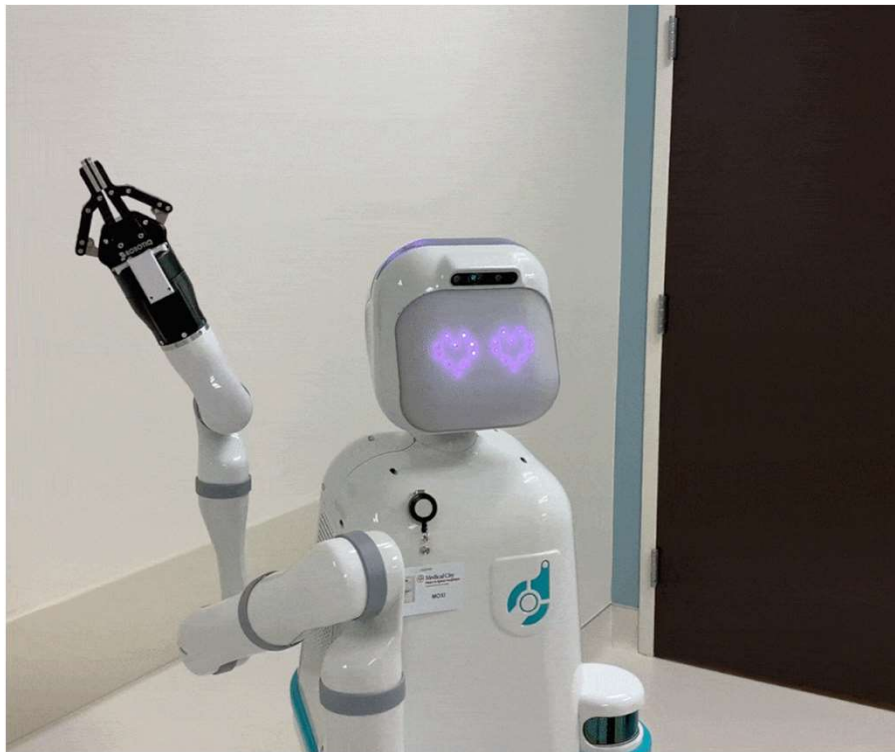


8/1/2024
<https://www.nursingtimes.net/news/research-and-innovation/robots-could-revolutionise-care-of-older-patients-30-01-2017/>

Joyce Batcheller Copyright 2024

<https://www.theguardian.com/technology/2015/feb/27/robear-bear-shaped-nursing-care-robot>

Moxie: Diligent Robots



Runs 24/7 assisting clinical staff with non-patient-facing tasks like:

- Running patient supplies
- Delivering lab samples
- Fetching items from central supply
- Distributing PPE
- Delivering medications

Tattoo-like-sensor



<https://www.medicaldesignandoutsourcing.com/tattoo-like-sensor-measures-blood-glucose-levels-non-invasively/>

Stanford University researchers---Combined wireless electrical stimulation and biosensors to create a new type of bandage that could treat slow-to-heal injuries.

45

8/1/2024

https://nurse.org/articles/nurserobots/?utm_source=email&bid=164505&utm_medium=email&utm_campaign=NORG-052423-Newsletter-ALL-News



Other Noise in the system

Plans to Build More Hospitals— since July 2022 (examples)

1. WakeMed, based in Raleigh, N.C., has filed two certificates of need in NC to build two new hospitals.
2. Winston-Salem, N.C.-based Novant Health continues to seek approval for a new hospital in Buncombe County, N.C.
3. San Antonio-based University Health will open its new Women's and Children's Hospital in 2023.
4. Chicago Medicine has begun construction of its \$86 million micro hospital in Crown Point, Ind.
5. Marietta, Ohio-based Memorial Health System plans to construct a \$20 million medical center in Athens, Ohio.

<https://www.beckershospitalreview.com/capital/5-health-systems-opening-hospitals-7.html>

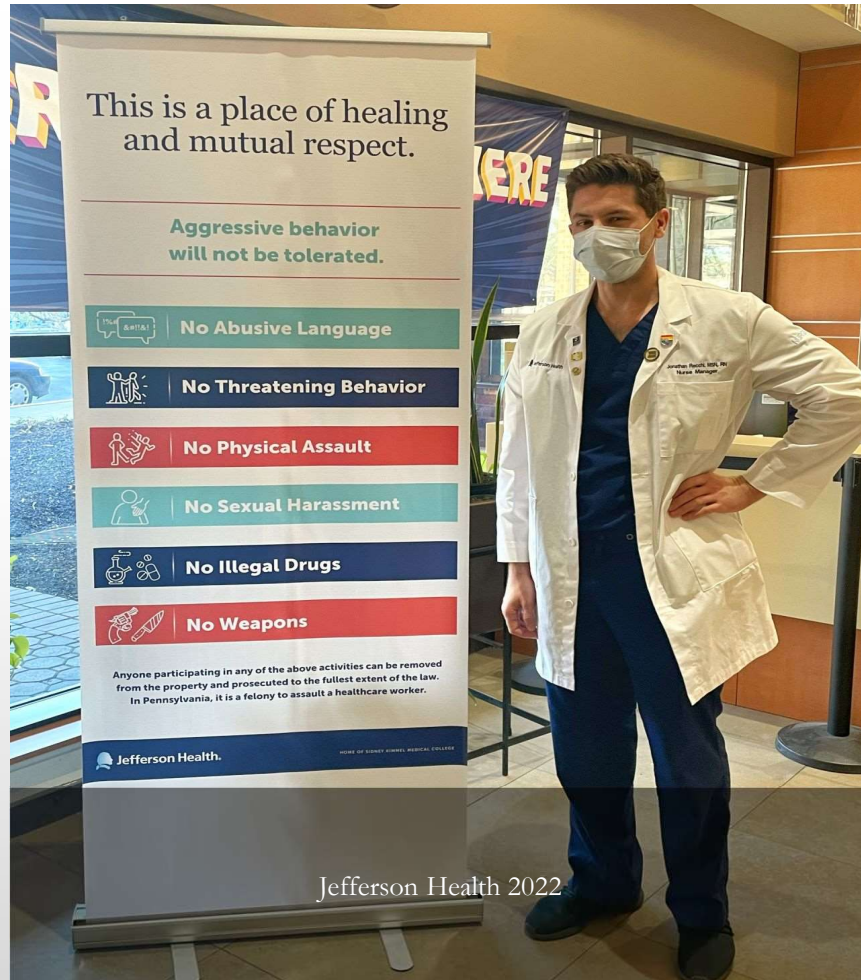


2 health care workers killed in Dallas maternity ward shooting.

The suspected gunman was on parole and wearing an electronic monitoring device.

<https://www.fox4news.com/news/video-dallas-methodist-hospital-shooting-captured-on-surveillance-body-camera>





Jefferson Health 2022

Something to
Live By in
these Times

Mass General Brigham will not:

**Tolerate threats or harassment of
healthcare workers.**

**Offensive remarks about race,
accent, religion, gender, sexual
orientation or other personal traits.**

**This includes refusing to see a
clinician based on personal traits.**



<https://www.wbur.org/news/2022/11/04/mass-general-brigham-patient-conduct-code-threats-violence>



Vanderbilt University Medical Center

Former nurse RaDonda Vaught was convicted of criminally negligent homicide and impaired adult abuse after she mistakenly administered the wrong medication that killed a patient in 2017.

<https://www.statnews.com/2022/05/13/radonda-vaught-case-double-standard-nurses-physicians/>



**Extract yourself
from the day-to-
day**



**Big picture drain
(e.g., lack of
support,
family/childcare,
societal issues)**



Other Trends in Healthcare

New consumer expectations will lead to new competitors for traditional health systems.

Many hospitals will be challenged by financial institutions

We will re-examine what care is provided and where and how it is delivered.

Healthcare will see rapid technological innovation.

There will be long term fallout from the pandemic.

Telehealth will continue its rapid adoption

Rose, R. (2021) Ten trends: how healthcare moves forward in 2021. HealthStream.

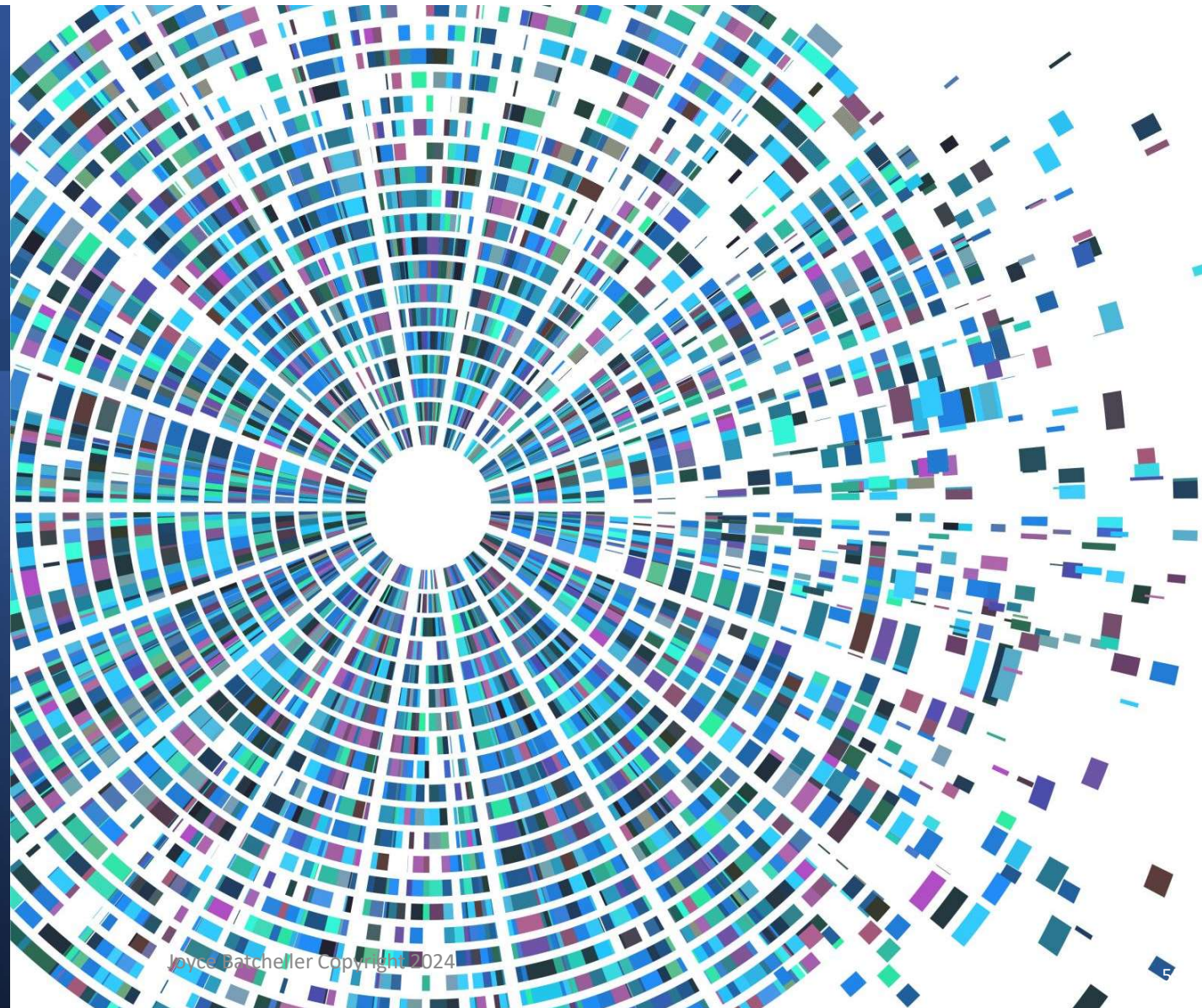
Make Health Equity A Shared Vision and Value



Vision: Beliefs and governing principles

- What is our dream for the community?
- How do we want to be in the future?
- How great can the community become?
- What do we want to create together?

2. How are these changes impacting leadership roles?



Joyce Batcheller Copyright 2024



ACKNOWLEDGE
WE ARE IN A
STORM—AND IT
ISN'T DONE YET!



Which cat do
you feel like?

Develop The Leader Within



Leadership is an Inside Out Job

8/1/2024

“ The first person you must
lead is yourself.

The hardest person you will
ever lead is yourself.”

John C. Maxwell



Why Leader Fail

- Unwilling to change even when the situation requires it.
 - Not seen as trustworthy.
 - Try to Add TOO much value to the work of others.
 - Interrupt others.
 - Take credit for team accomplishments.
 - Excessively use the word “I”.
 - Cannot accept feedback.
 - Fail to communicate important information.
 - Unresponsiveness to the requests of others.
-

Three Components of Self-Management

- **Self-knowledge**
 - **Emotional Intelligence**
 - **Resiliency/Well- Being**
-



A pair of black-rimmed glasses is resting on a stack of books and papers. The glasses are the central focus, with their reflection visible on the pages below. The background is softly blurred, showing more books and a wooden surface. The text "Self Knowledge" is overlaid in a bold, black, sans-serif font in the center of the image.

Self Knowledge

Self-Knowledge

1. What are my strengths?
2. How do I get things done?
3. What are my values?
4. Where do I belong in the world?



Drucker, P. F. (1999). Managing oneself. *Harvard Business Review*, 77(1), 20-24.

A pair of black-rimmed glasses is resting on a stack of books. The top book has a red bookmark. The background is blurred, showing more books and a wooden surface.

Emotional Intelligence

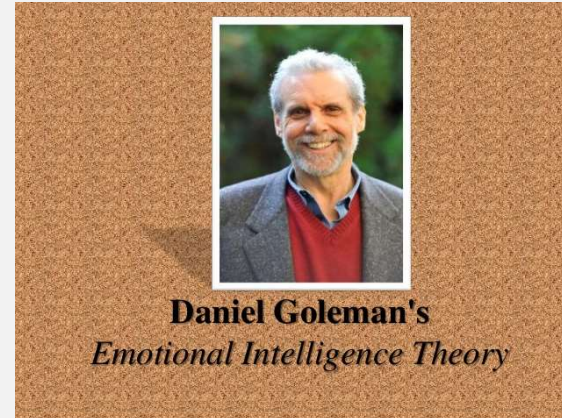
Emotional Intelligence

Self-awareness

Self-management

Social awareness

Relationship management



Goleman, D. (2005). *Emotional intelligence: Why it can matter more than IQ*. New York: Bantam Dell.



Learning Who Pushes Your Buttons



How do you see yourself?

How do others see you?

How do you want to be seen?



Enhancing Your Emotional Intelligence



Tools To Use With Your Team



Discuss this concept with your team.

Tool: “Quiz Yourself: Do You Lead with Emotional Intelligence?”

<https://hbr.org/2015/06/quiz-yourself-do-you-lead-with-emotional-intelligence>

8/1/2024

Joyce Batcheller Copyright 2024



70



What Makes a Leader?— Goldman’s Seminal Article

<https://store.hbr.org/product/what-makes-a-leader/R0401H>

Emotional Agility

<https://store.hbr.org/product/emotional-agility/R1311L>

<https://hbr.org/2013/11/emotional-agility>

The background of the slide is an abstract composition of numerous thin, overlapping lines in a variety of colors including red, blue, green, yellow, and purple. These lines are blurred and create a sense of motion and depth. In the lower portion of the image, there are larger, overlapping circular and semi-circular shapes in the same color palette, also appearing blurred and layered.

Building Trust-How To Be An Authentic Leader

8/1/2024

Joyce Batcheller Copyright 2024

72

8/1/2024



73

Rebuilding Trust

What will it take?

Rebuilding Trust

Think about someone you trust. What 1-2 words best describe this person?



Trust

What is a behavior that inspires trust in you?

Remember, a behavior is something you can see/observe.



5 Components of Building Trust:

**Create a shared vision
Give and Receive Behavior-Based Feedback
Learn from Mistakes
Stay Curious
Make it collaborative**



A group of people, mostly men, are shown from the chest up, arranged in a circle. They have their hands raised, palms facing outwards, in a gesture of agreement or participation. The background is slightly blurred, focusing attention on the hands and the central text. The overall tone is professional and collaborative.

Psychological Safety

8/1/2024

Joyce Batcheller Copyright 2024

77

Psychological Safety:

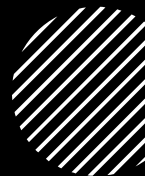
- Share ideas
- Ask Questions
- Give and Get Feedback
- Admit Mistakes
- Ask for Help

.....Without Fear of Repercussion.





Psychological Safety in Action: Head, Heart, Hands



8/1/2024



Know I will not be embarrassed, rejected, or punished when I speak up or ask for help.



Feel comfortable bringing my whole self to the conversation.



Act in ways that conveys trust and respect for others-and expect the same in return.

Joyce Batcheller Copyright 2024

79

Behaviors That Build Psychological Safety:

Listening
Inviting
Learning
Including
Empathizing
Inquiring

<https://www.ccl.org/articles/leading-effectively-articles/what-is-psychological-safety-at-work/>





Be Open to Different Perspectives

8/1/2024

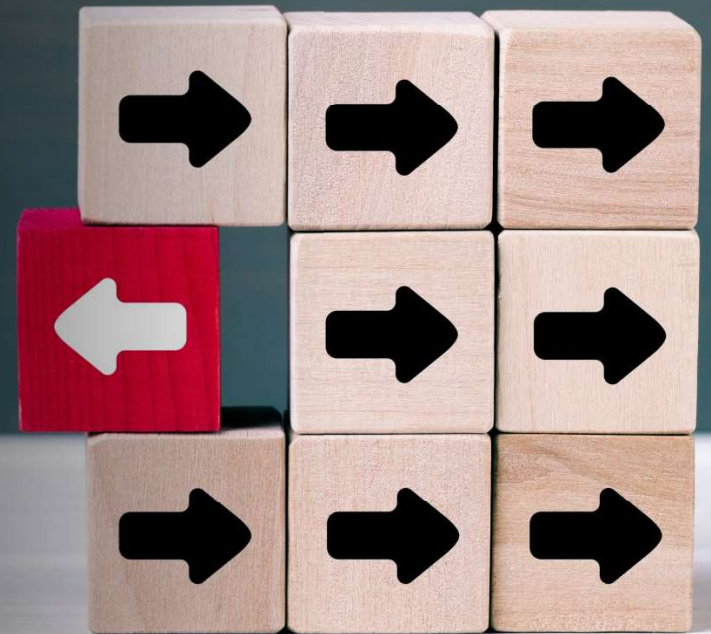
y b n r c g 2

81



Mistakes

Acknowledge and embrace mistakes as an opportunity for learning and growth instead of failure.



7-Day Psychological Safety Challenge

Commit to cultivating psychological safety on your team this week with this simple challenge aimed at intentionally ingraining inclusion best practices into your daily interactions.

<https://www.ccl.org/wp-content/uploads/2022/01/7-day-psychological-safety-challenge-center-for-creative-leadership.pdf>

Resilience/Well-Being

How Do You Bring Your “Best Self” to work?



How To Set Healthy Boundaries At Work

This can be challenging for leaders.



Wellbeing:

A sense of health and vitality that arises from our thoughts, emotions, actions, and experiences.

Rhythms (sleep, exercise, diet)

Energy Use

Meaningful Social Connection

When we have well-being, we feel happy, healthy, socially connected, and purposeful most of the time. Everything Affects Everything

Need a couple
of volunteers
to share.

Share your
ideas in chat.



What do you do to take care of yourself?



**What do you do to return to a relaxed
physiologic state during a stressful day?**



**What group dynamics and interactions
energize you?**



**What group dynamics drains your
energy?**



**Where do you find meaning and purpose
in your day?**



<https://elation.com/>

Accelerators of Wellbeing



Optimism



Gratitude



Enthusiasm



Humor



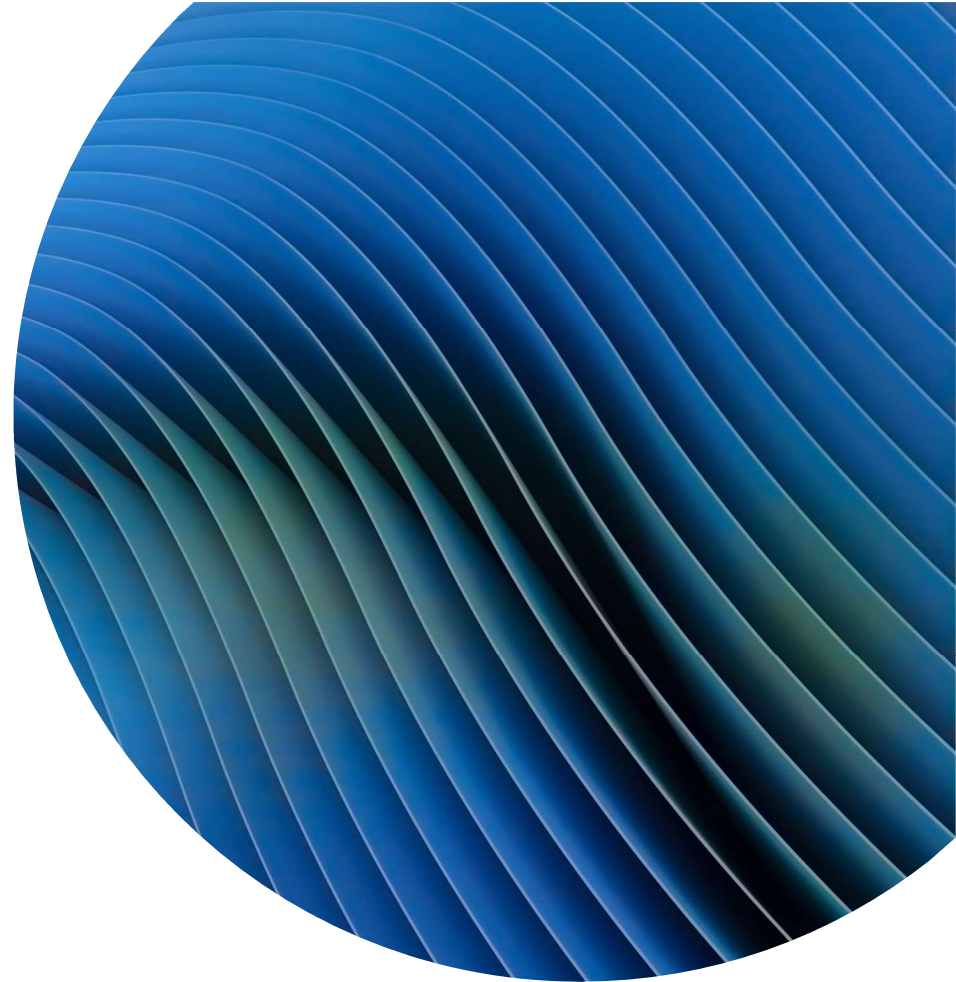
Curiosity

 **How can you integrate these into your day?**

8/1/2024

Joyce Batcheller Copyright 2024

88



Gratitude

A recognition that...

There is goodness in our lives, gifts or benefits that we have received (and might often take for granted).

This goodness often stems from the actions or contributions of another person.

When we're grateful, we recognize the intention and effort that went into those actions on our behalf, and the benefits they gave us.

Why Gratitude Matters

Gratitude motivates people to make positive changes in their lives and in the world around them through feelings of:

CONNECTEDNESS: Gratitude rewards us with a strong network of support and encouragement, leading us to feel we can tackle big challenges.

ELEVATION: Gratitude inspires and motivates us to become healthier & more generous people and better & more productive workers.

HUMILITY: Expressing gratitude highlights how other people have contributed to the goodness and successes in our lives.

GENEROSITY: Gratitude encourages us to recognize and reciprocate the good others have given us, reinforcing the warm-glow pleasures of kindness

https://ggsc.berkeley.edu/images/uploads/Gratitude_Nurses_Toolkit.pdf

Recommendations for Nurse Leaders:

Nurse Leaders play a crucial role in the lives of nurses. You hold inherent power in both crafting and shifting narratives. You also have an incredibly difficult job. There are no silver bullets and many competing priorities and agendas that you are expected to juggle. We can only imagine how challenging it must be for CNOs or CNEs today who are pushing themselves well beyond their limits to support their nurses when seemingly no one is making your needs a priority.

With that said, based on our learnings, here are a few suggestions:

- **Bring a relational lens** to these dynamics in your system: What are the key significant relationships within your scope of influence? How might they be nurtured? How will you monitor the health of those relationships? When there is a gap between what people need and what they receive, trust is broken. Taking a relational approach is a way to build and rebuild that trust.
- **Actively listen:** Seek to both hear and understand the why behind what people are asking for. Ask for clarification to avoid mis-matched expectations. As well, ensure you are communicating the why or the rationale behind your decisions. Consider innovative ways to increase the voices of nurses in diverse roles and specialties.
- **Create space for peer-support:** nurses feel deep camaraderie with one another, encourage mechanisms and spaces for them to provide one another with support; team dialogue can be generative when brave spaces are created.
- **Make visible the contributions nurses make to organizational priorities:** Use data strategically to demonstrate how nurses contribute to patient experience and financial outcomes. One practical tool is the “ROI Calculator” recently developed by AONL to quantify the financial return of investing in nurses.
- **Be proactive:** don't wait until the dam breaks, use tools that can help you tap into the issues in time for you to take early action.
- **Be present:** ensure that you show up, own your decisions, explain why plans change, don't be an invisible leader.

Ten things You Can Do to Support Nurses

1. Learn what nurses do
2. Show respect and trust that is mutual
3. Share your concerns with the right person
4. Do not hesitate to say than you
5. Seek out factual information
6. Do your part to lighten nurses workload
7. Ask questions
8. Partner with nurses as they are critical to your care
9. Be an ally
10. Vote

<https://generations.asaging.org/ten-ways-support-nurses-workplace>

**Resilient
Nurses
Initiatives:
Relationships
Matter**

<https://nursing.jhu.edu/faculty-research/research/centers/r3/r3-nurse-report/>

<https://docsend.com/view/cvcdpq2a79dzt2th>

Quote

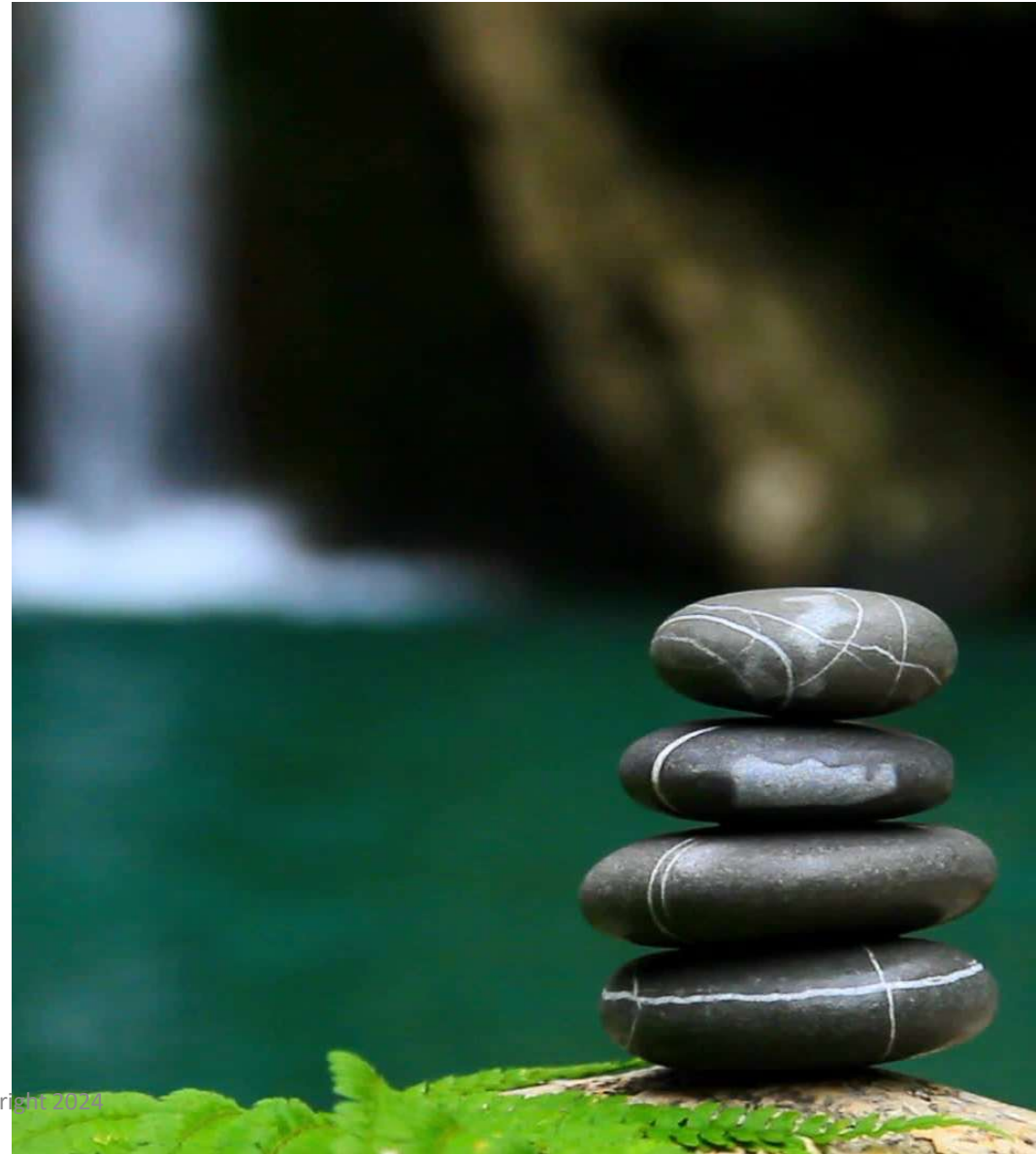
Tell Me, and I will forget.

**Show me, and I may
remember.**

**Involve me, and I will
understand.**

• ***Confucius***

01/24/2024



© Copyright 2024

A wooden ladder is shown from a low angle, extending towards a bright blue circular opening in a dark sky. The ladder's rungs and side rails are clearly visible, creating a strong sense of perspective. The circular opening is perfectly centered and emits a soft, bright light, contrasting sharply with the dark background.

Transitioning-Time For A Break

A row of white paper cutouts of human figures holding hands, symbolizing teamwork. The figures are arranged in a line, with some in the foreground and others in the background, creating a sense of depth. The background is a solid green color.

Building A High Performing Team

8/1/2024

Joyce Batcheller Copyright 2024

96



Strength Of The Team You Inherit





Self-Reflection



Think of a time when you were part of a team that “just clicked”--when everyone on the team was working together and they were achieving results.

Describe how people interacted with one another and what the leader was doing that enhanced the teamwork.

Take a few minutes to jot down your example and then we will ask for volunteers to share.



Inherited Team Assessment



Assess the people you've got and the dynamics at play.



Second, reshape the team's membership, sense of purpose and direction, operating model, and behaviors according to the business challenges you face.



Third, accelerate the team's development by scoring some early wins.

Inherited Team Assessment



Competence

- **Has the technical expertise and experience to do the job effectively**



Trustworthiness

- **Can be relied upon to be straight with you and to follow through on commitments**



Energy

- **Brings the right attitude to the job (isn't burned-out or disengaged)**

Inherited Team Assessment



People skills

- Gets along well with others on the team and supports collaboration



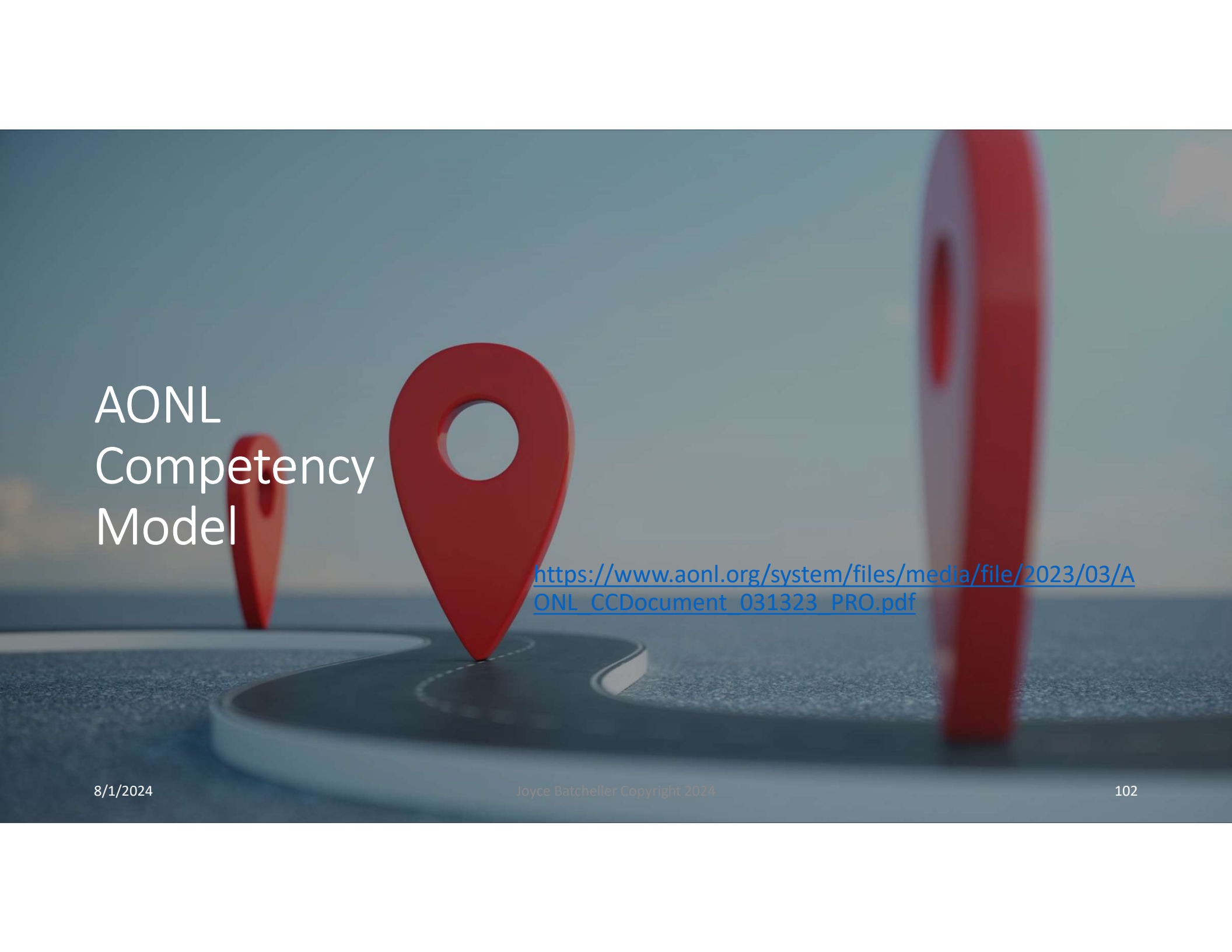
Focus

- Sets priorities and sticks to them, instead of veering off in all directions



Judgment

- Exercises good sense, especially under pressure or when faced with making sacrifices for the greater good



AONL Competency Model

https://www.aonl.org/system/files/media/file/2023/03/AONL_CCDocument_031323_PRO.pdf



Nurse Leader Competency Assessment

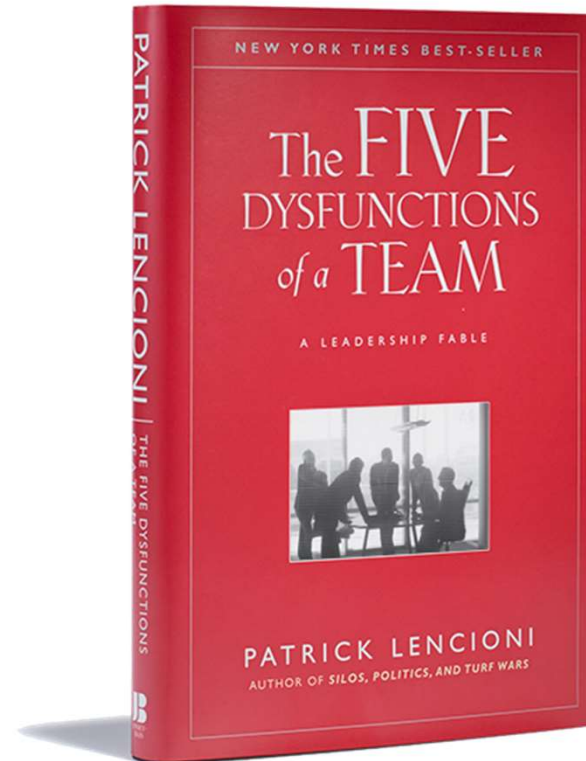
- **Self Assessment Online**
- **180 Degree Assessment**
- **Organizational Assessment**

<https://www.aonl.org/resources/online-assessments>



Online Team Assessment

8/1/2024



Joyce Batcheller Copyright 2024



The 5 Dysfunctions of Team

- **ABSENCE OF TRUST**
 - Team members are reluctant to be vulnerable with one another, unwilling to admit their mistakes, acknowledge their weaknesses or ask for help.
- **FEAR OF CONFLICT**
 - Teams are unlikely to engage in unfiltered, passionate debate about key issues and can lead to sub-optimal decision-making since the team is not benefiting from the true ideas and perspectives of its members.



The 5 Dysfunctions of Team

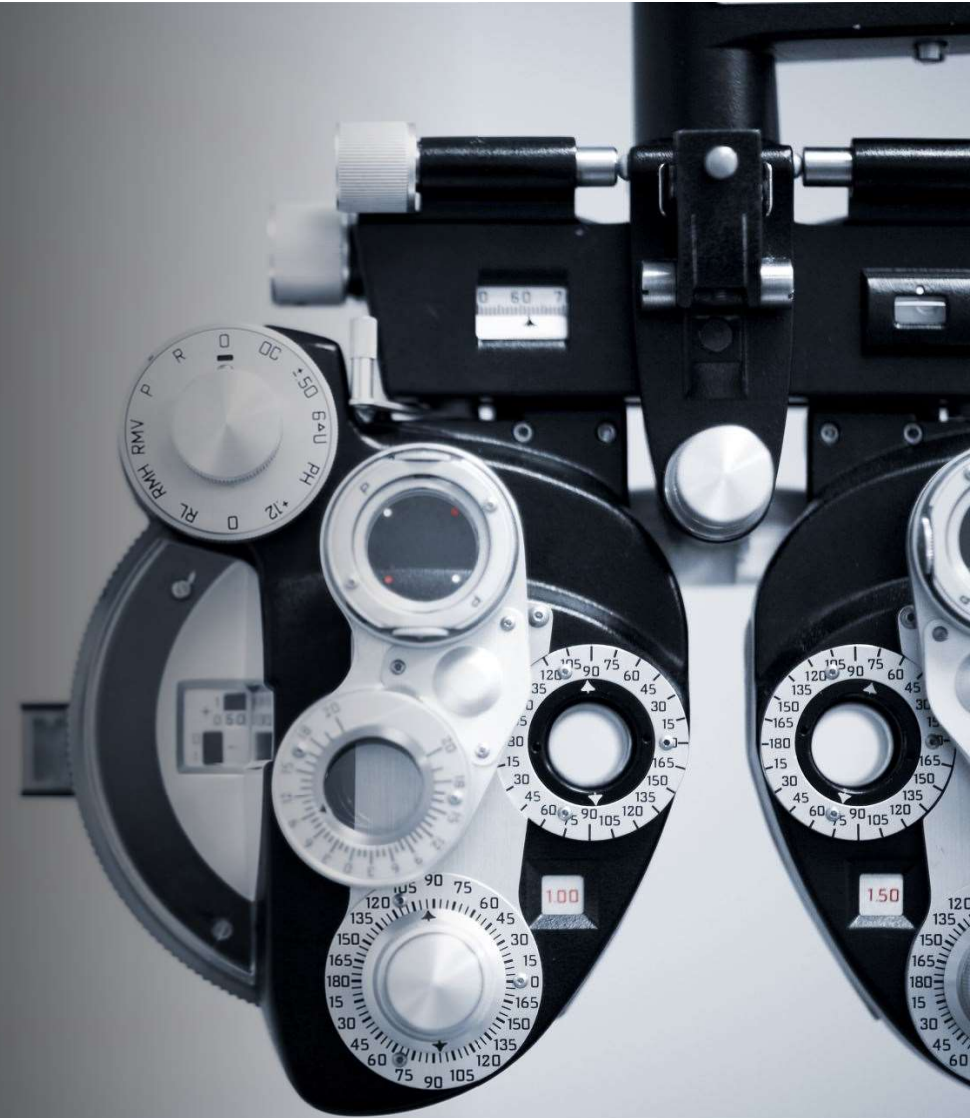
- **LACK OF COMMITMENT**
- Without conflict, it is extremely difficult for team members to truly commit to decisions because they don't feel that they are part of the decision. Creates an environment of ambiguity and confusion that can lead to frustration among employees, especially top performers.



The 5 Dysfunctions of Team

- **AVOIDANCE OF ACCOUNTABILITY**
- Teams don't commit to a clear plan of action, peer-to-peer accountability suffers greatly. Individuals hesitate to call their peers on counterproductive actions and behaviors if they believe those actions and behaviors were never agreed upon in the first place.
- **INATTENTION TO RESULTS**
- Increases the likelihood that individual ego and recognition will become more important than collective team results. The business suffers and the team starts to unravel.

Setting A Clear Vision and Direction





8/1/2024

Joyce Batcheller Copyright 2024



High Performing Teams/Engagement

- **Need to Re-engage The Workforce**
- **Re-build Trust**
- **Honor the Work and Commitment of the Past 3 Years**
- **Have a transition ceremony**
- **Think of the possibilities**

Teamwork/Pride and Ownership



8/1/2024

Joyce Batcheller Copyright 2024

113

Definition of Team and Teaming



Team:

A group of people with clear membership who are interdependent and working toward a shared goal.



Teaming:

A group of people who are asked to do something quickly, are not bound to one another, involved in a dynamic activity and need to get up to speed quickly.



Characteristics of High Performing Teams

1. Inclusive thinking

2. Diversity

3. Respect and Trust

**4. Personal
Excellence/Accountability**

5. Communication

6. Healthy conflict

7. Adaptability

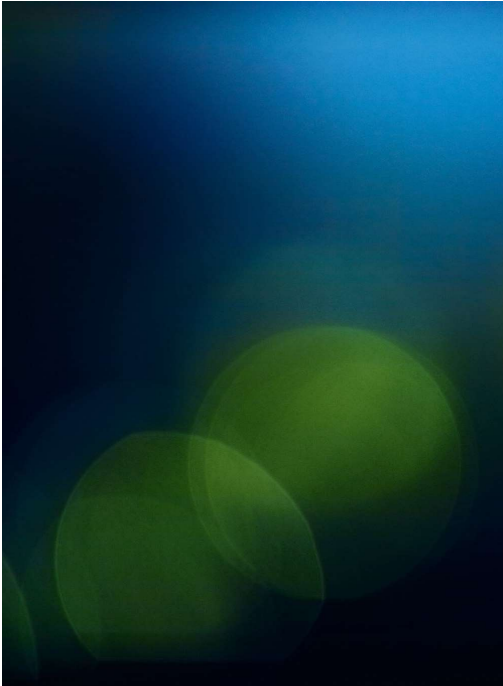
8. Engagement

9. Psychological Safety

**10. Openness to
innovation**



Team's Performance



**The effectiveness of the
leader/planning AND**

**The commitment of the team to
the vision/need for action AND**

**The interrelationships we each
have with others**

Team's Performance

8/1/2024

The Effectiveness of the Leader/Planning

Joyce Batcheller Copyright 2024

117

Leadership Effectiveness

8/1/2024

Set	Set ground rules/norms for interacting with one another
Create	Create a norm of asking for help and giving help when needed
Express	Express gratitude/celebrate successes
Embrace	Embrace expertise of team members

Joyce Batcheller Copyright 2024

118

Role Of The Leader

Create	Create a detailed agenda
Stay on	Stay on task
Provide	Provide brief recaps
Seek	Seek feedback
Summarize	Summarize action items

Roles of the Leader/Planning



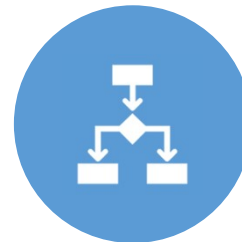
Who needs to attend?



What preparation is needed?



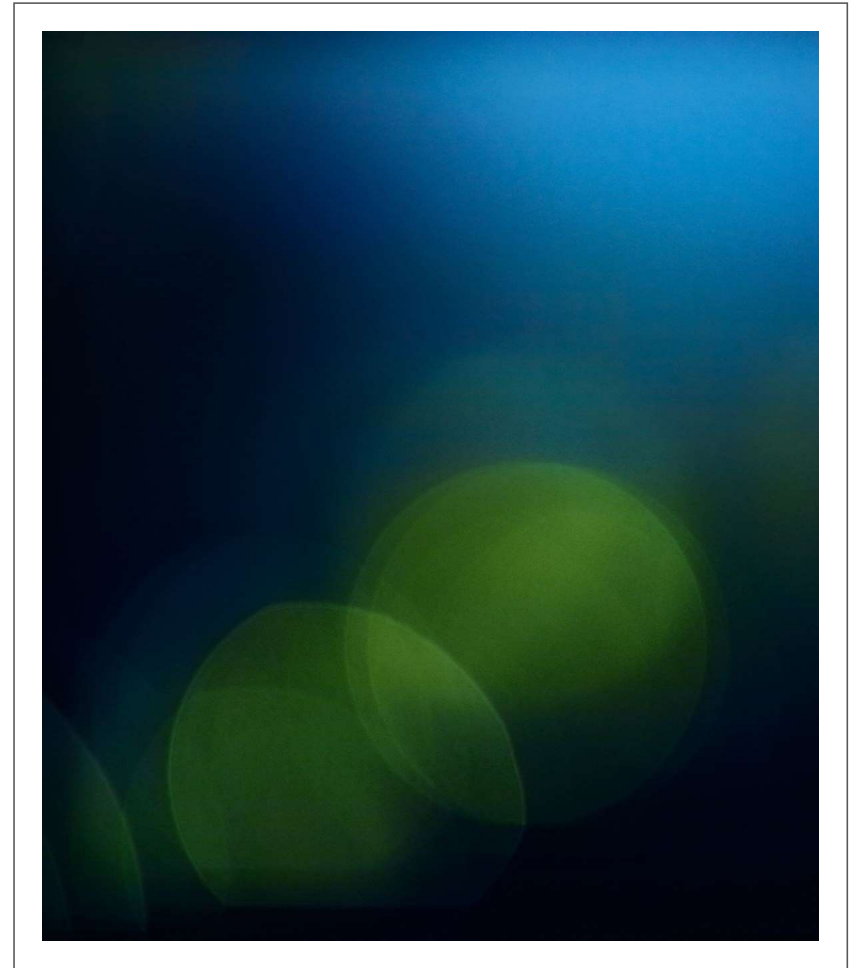
What are the objectives?



**What is it you want from the group today?
Decision? Information?**

Team's Performance

The Commitment of the Team to the Vision/Need For Action



Commitment of Team to the Vision/ Need for Action



PLANNING/DIRECTION



COMPELLING
DIRECTION



USE OF CHARTERS



STRATEGY



TIMELINE

Commitment of the Team/Vision



Goals

Set expectations of what progress should look like in 3, 6, 9 months



Use of data/tracking of progress



Use of evidence/research/best practices



High quality and exchange of ideas

Team's Performance

The Interrelationships We Have With Each Other

Interrelationships



Trust



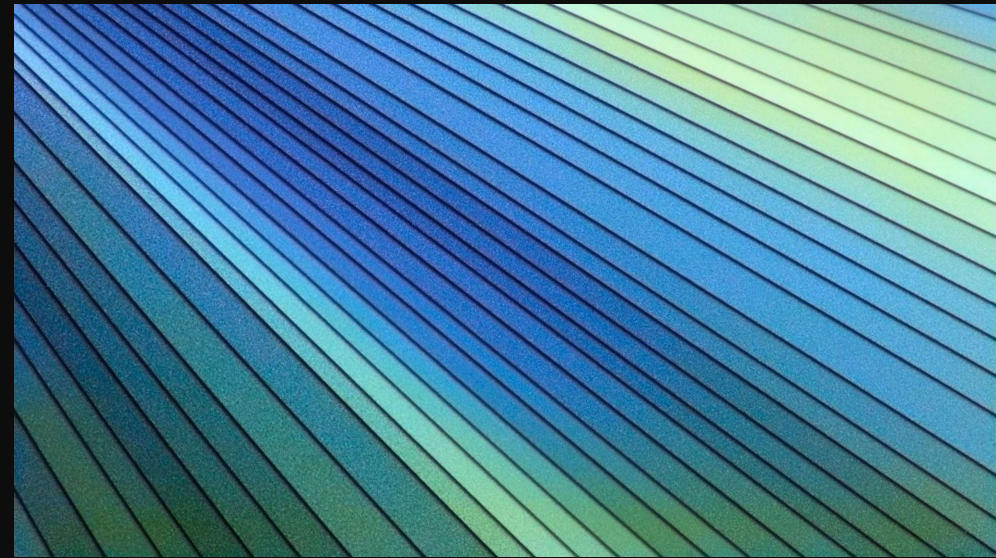
Mutual accountability



Conflict management



Motivation



Right people on team

**Members are
selected for skill
and skill potential**

**Different
disciplines**

**Strengths of
individual team
members**

**Different
generations/more
perspectives**

Do you know people
like this?

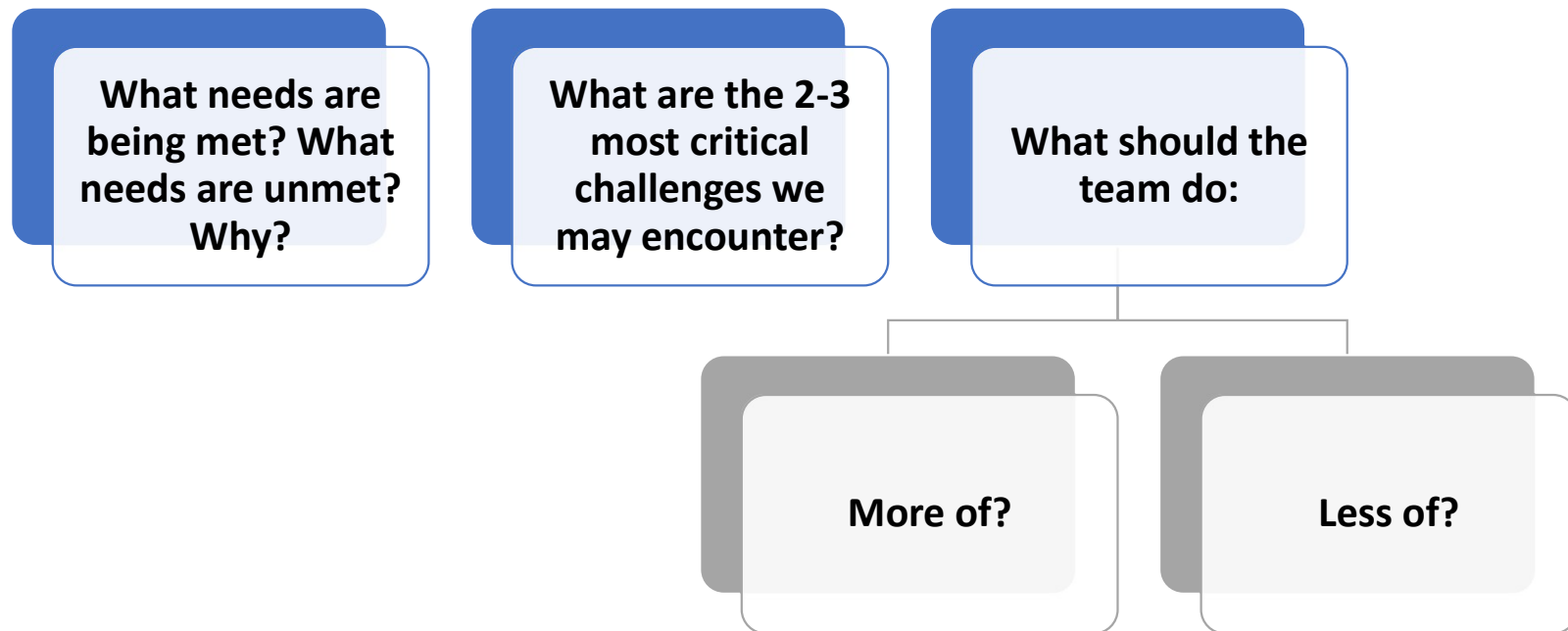
8/1/2024

Joyce Batcheller Copyright 2024



127

Team Effectiveness/Relationships





Achieving And Sustaining Outcomes

Celebrate Achieving Milestones



A close-up photograph of a blue ribbon award. The ribbon is gathered into a circular shape with a pleated edge. In the center of the circle is a gold laurel wreath emblem. The background is dark and out of focus. A small orange horizontal bar is visible in the upper right quadrant of the image.

Rewards and Recognition

Group Discussion

Think of a team you are leading and reflect on the following questions:

- How well is your team:
 - Achieving their results?
 - Communicating with key stakeholders?
 - Working together?

What new action will you take to enhance your team's effectiveness based on what you have learned today?



Lunch Break

Workforce Issues



Joyce Batcheller Copyright 2024

How to Diagnose Work Force Opportunities

Where Do You Find Savings Besides Cutting At The Bedside?



Areas To Explore:

- **Productivity**
 - Admissions, Transfers, Discharges (ADT's)
- **Premium Pay**
- **Incidental Overtime**
- **Use of Travelers**
- **Internal Float Pool**
- **Apprenticeships for student nurses**
- **Sitters**
 - Technology investment

Areas To Explore:

- **Are Nurses Working Their Budgeted Shifts?**
- **Time To Fill Positions**
 - **Are Some Areas Harder to Fill?**
- **Turnover**
 - **1st Year Turnover**
 - **Do They Stay or Leave The Organization?**
 - **Anticipated Retirements**
 - **New Roles like Virtual Admissions and Discharge Nurse.**
 - **Conduct “stay interviews”**

Areas To Explore:

- **Manager Span of Control**
- **Charge Nurse Role**
- **Experience Level of Nurses**
- **Preceptor incentives**
- **New Grads—do you have an adequate number of hires?**
- **Clinical Placements**
- **Innovative Practice/Academia Partnerships**
- **Employee Referral Plan**

Areas To Explore:

- **Staffing Committees**
 - **How effective is your staffing committee?**
 - **How can you engage staff in identifying cost saving ideas?**
 - **How can you engage support departments to assure work is not shifted to the RN's?**
 - **Cost of work example: compare the average hourly rate of an RN to a housekeeper to help organization understand why support for other departments is essential.**

Address Ongoing Challenges



Differences in pay between travelers and other nurses.



Heightened nursing workforce shortage concerns



Clinical placement challenges (graduate and undergraduate)



Transition into practice readiness concerns

Address Ongoing Challenges



Overwhelming work demands



Burnout/PSTD/War Zone like



Lack of Trust



Increased Violence in the Workplace

Call To Action

Healthy Work Environment

Focus On Retention and Well-Being

New Models of Care

Technology/Decrease Burden of Work

Value/Cost of Care



Nurse Staffing Think Tank: Priority Topics and Recommendations

Partners for Nurse Staffing Think Tank. (2022).

Healthy Work Environment

Diversity, Equity and Inclusion

Work Schedule Flexibility

Stress Injury Continuum

Innovative Care Delivery Models

Total Compensation

Nurse Staffing Think Tank: Priority Topics and Recommendations

Partners for Nurse Staffing Think Tank. (2022).

Healthy Work Environment:

Psychological and physical safety through federal regulation

Specialty organizations determine minimum safe staffing levels

Diversity, Equity and Inclusion

Implement inclusive Excellence

Deliberate integration of DEI into practices, daily operations, resource allocations etc.

Work Schedule Flexibility

Flexible scheduling, flexible shifts and flexible roles.

Nurse Staffing Think Tank: Priority Topics and Recommendations

Partners for Nurse Staffing Think Tank. (2022).

Stress Injury Continuum

Address burnout, moral distress, compassion fatigue and well-being of all nurses.

Innovative Care Delivery Models

Tribrid care delivery: onsite care, IT Integration of patient monitoring equipment and ambulatory access and virtual/remote care delivery.

Total Compensation

Customizable total compensation program that meets generational needs and an innovative and transparent pay philosophy.



Your Psychological PPE to Promote Your Mental Health and Well-Being

Conduct	Conduct frequent, brief well being huddles at the beginning and end of work shifts to learn about current pressing issues.
Identify	Identify what supports looks like for the staff and their families
Offer	Offer realistic hope
Focus on	Focus on what you can control http://www.ihl.org/resources/Pages/Tools/psychological-PPE-promote-health-care-workforce-mental-health-and-well-being.aspx

Resources for Health Care Worker Well-Being: 6 Essential Elements



A close-up photograph of a white bowl filled with a variety of fresh fruits and nuts. The bowl contains several bright red raspberries, green grapes, and dark purple grapes. Mixed in are almonds, walnuts, and cashews. A portion of granola is visible in the center of the bowl. The background is softly blurred, focusing attention on the food.

Healthy Work Environment

A high-angle, close-up photograph of a red running track with white lane markings. The track curves from the bottom left towards the top right. The text is overlaid in the center of the track.

Top Challenges:

**Nurse Engagement
Communication
Toxic Behaviors
Violence in the Workplace
Criminalization of Nursing**



Signs Of A Toxic Work Environment:

High turnover

Lack of communication and transparency

Micromanagement

Discrimination and harassment

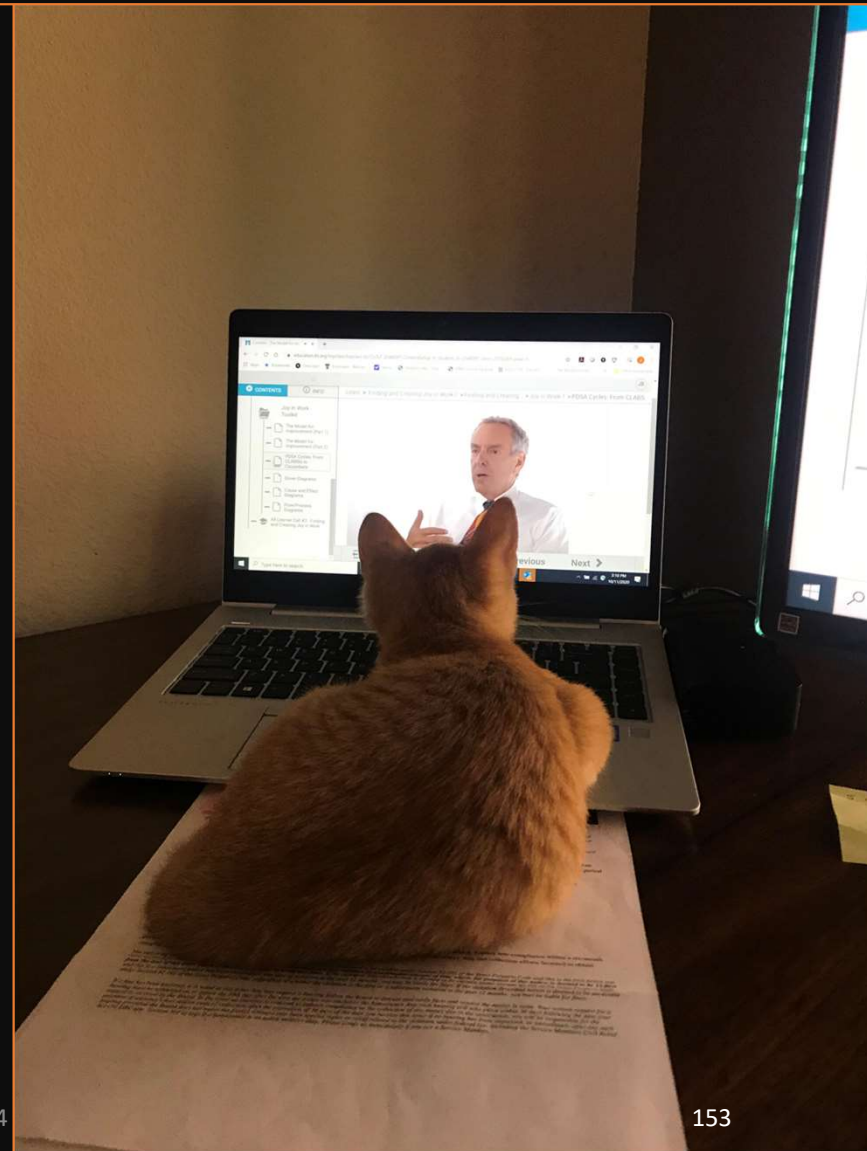
Lack of work-life balance

Burnout and excessive stress

What Engagement Looks Like

8/1/2024

Joyce Batcheller Copyright 2024



153

Nurse Engagement

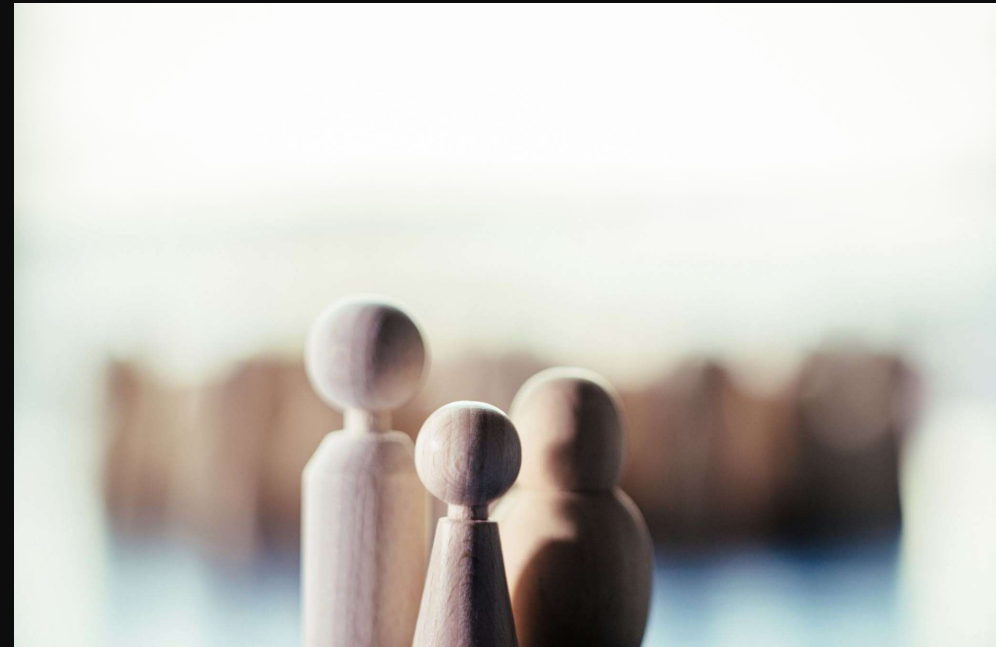
Autonomy

Development Opportunities

Purpose and Values

Recognition and Feedback

Work/Life Balance/Energy Management



How Do Nurses Add Value to the Organization?



Better Patient Outcomes



Better Patient Satisfaction



Higher Reimbursement



Lower Nurse Turnover



Fewer Sick Calls



https://www.aacn.org/blog/my-work-environment-is-unhealthy-now-what?sc_campaign=2459A1C37A064E53817C1C98D2594B0B&_zs=EwaSX&_zl=1ehe3

How Can We Communicate More Effectively? Work Differently?

Grossman, D. Heart F1rst (2021). Accessed: www.yourthoughtpartner.com/book



FACE-TO-FACE
MEETINGS



VIDEO CONFERENCE
CALLS



TRADITIONAL
CONFERENCE
CALLS



TOWN
HALLS



PODCASTS



WRITTEN
COMMUNICATION



EMAIL



TEXT
MESSAGES



VOICEMAIL



BLOG



INTERNAL
PUBLICATIONS



INTERNAL
SOCIAL MEDIA



INTRANET



EMPLOYEE
SURVEYS



NOTICE BOARDS



TRAINING
VIDEOS



GRAPEVINE



YOUR
CEO



EMPLOYEE
AMBASSADORS



FRONT-LINE
MANAGERS



Toxic Behaviors And Impact on Patient Safety and Quality



Shows Up In Different Ways



Are You Seeing Toxic Behaviors in Your Area?

If so, how do you address them?

Need a couple of volunteers to share.

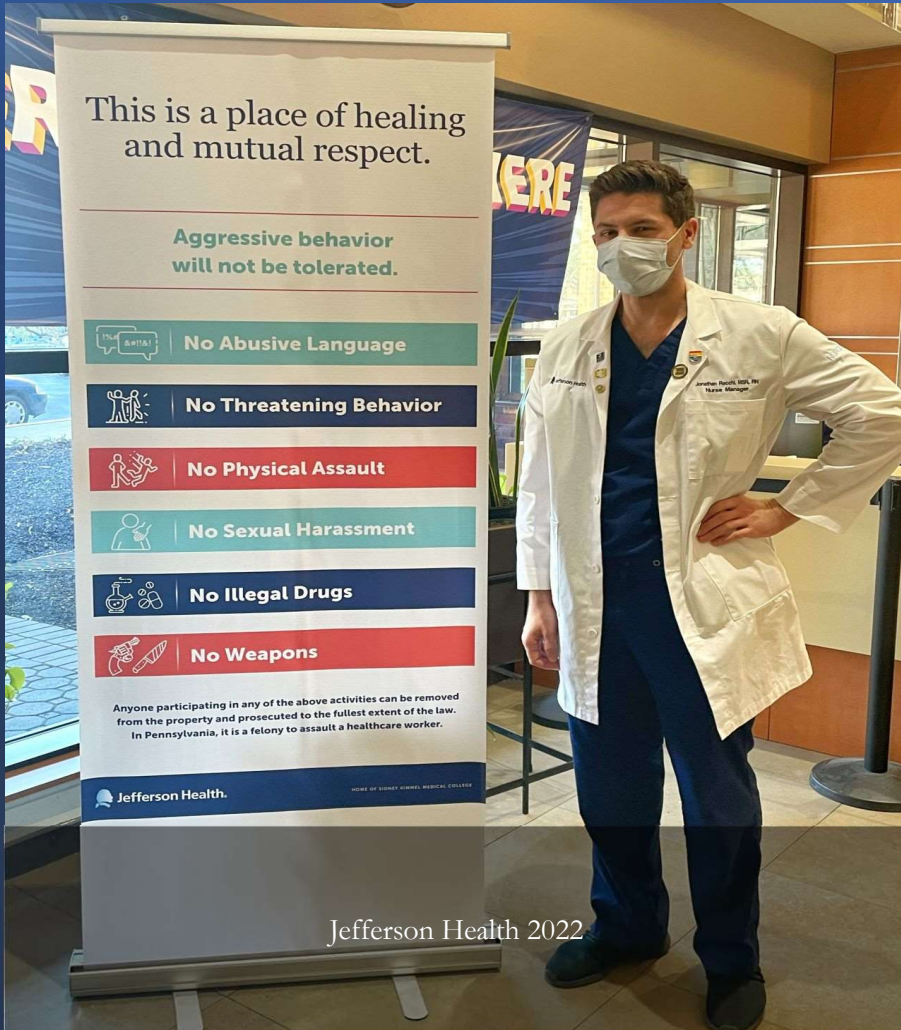
Violence In The Workplace

8/1/2024

Joyce Batcheller Copyright 2024

160





Jefferson Health 2022

Something to Live By in these Times

End Nurse Abuse

<https://www.nursingworld.org/practice-policy/work-environment/end-nurse-abuse/>


Text PLEDGE to 52886 to take the ANA #endnurseabuse pledge



1 IN 4
NURSES
ASSAULTED

Only **20 - 60%**
INCIDENTS REPORTED

13% OF MISSED
WORK DAYS
ARE DUE TO **WPV**

A close-up photograph of a silver stethoscope with black tubing and a black handle, resting on a light gray surface. The stethoscope is positioned diagonally, with the chest piece in the lower center and the earpieces extending towards the upper right.

The Criminalization of Medical Errors Should Be a Wake-up Call for Health Care Leaders

<https://www.ihi.org/communities/blogs/the-criminalization-of-medical-errors-should-be-a-wake-up-call-for-health-care-leaders-kedar-mate>



Vanderbilt University Medical Center

Former nurse RaDonda Vaught was convicted of criminally negligent homicide and impaired adult abuse after she mistakenly administered the wrong medication that killed a patient in 2017.

<https://www.statnews.com/2022/05/13/radonda-vaught-case-double-standard-nurses-physicians/>

8/1/2024

Joyce Batcheller Copyright 2024





Fair and Just Culture

Do you think Fair and Just Culture Principles Were Used In This Case?



Just Culture

Just Culture

Refers to a system of shared accountability in which organizations are accountable for the systems they have designed and for responding to the behaviors of their employees in a fair and just manner.



Fair and Just Culture



Transparent reporting of error to administrative and clinical and patient care team as soon as it is known.



Transparent communication to patient and family about the harm patient experienced, including what and why it happened and most importantly—what is being done to prevent this from happening again.



Apologize to family and community conveying regret incident occurred and determination to prevent similar events.



Hold individual(s) accountable for their performance and be sure they understand the system failures they had no control over.



Provide immediate and long-term support to all staff who may have been involved.

Fair and Just Culture

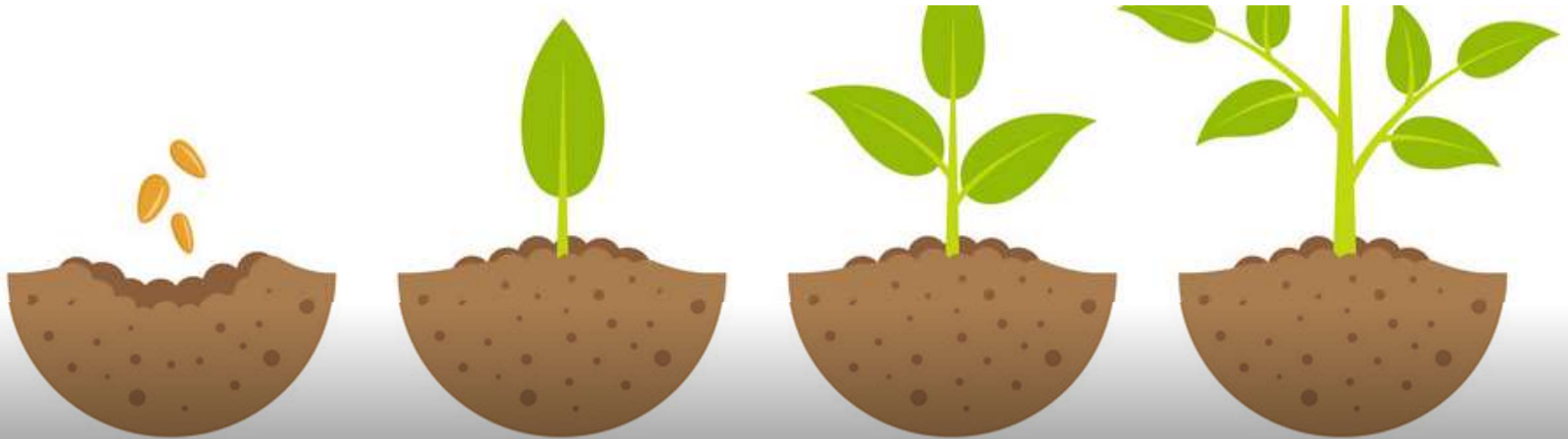
Communicate	Communicate with the board of trustees and leadership about plan of action to understand and learn from the error.
Investigate	Investigate the incident thoroughly.
Follow through	Follow through to ensure that lessons learned are being implemented to improve system failure(s) asap.
Apply	Apply rigorous review of near misses as well as serious safety events in order to anticipate risks and address concerns proactively.

Leading Out of the Muck n Mire

8/1/2024



© 2024 Belshella Copyright 2024



Fostering Work Cultures that Promote Excellence

Envision the Future Culture of Excellence

Individual Activity:

**Describe your culture
in a 6-word sentence.**

**Take a few minutes to
jot down your
example and then we
will share.**

Culture of Excellence

Creating a culture of excellence requires making explicit a set of values and performance expectations to which all nurses can subscribe and that influences practice behaviors.

-- Professional Practice in Nursing: A Framework

8/1/2024

Joyce Batcheller Copyright 2024



Healthy Work Environments Require:

<https://www.aacn.org/nursing-excellence/healthy-work-environments>

8/1/2024



Skilled communication



True collaboration



Effective decision making



Authentic leadership

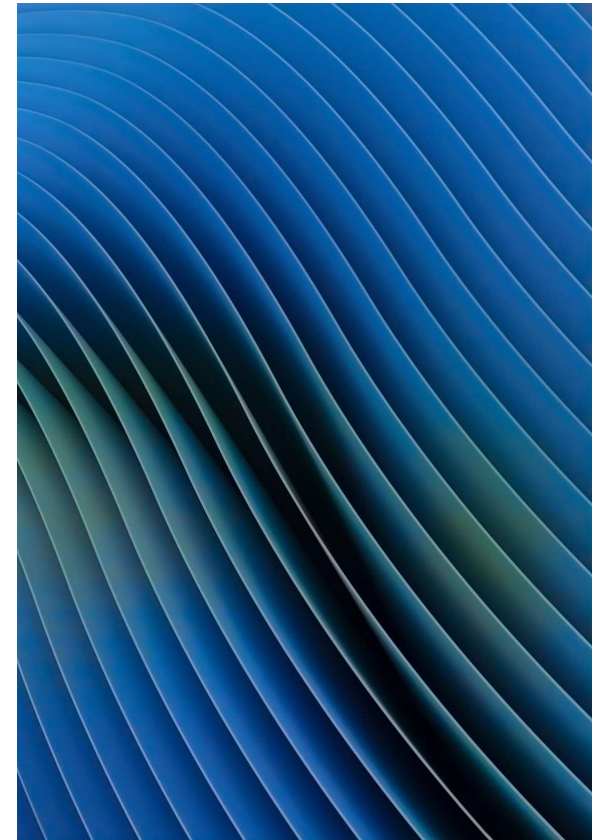


Meaningful recognition



Appropriate Staffing

Joyce Batcheller Copyright 2024



174

Skilled Communication

8/1/2024

**Congruence between
action and words**

Zero-tolerance policies

**Formal structures for
communication**

**Access to
technology/social media**

**Invite and hear all
perspectives**

Focus on solutions

Evaluation component

Joyce Batcheller Copyright 2024

175

True Collaboration

8/1/2024

**Communication
becomes:
Multidirectional**

Open and free-flowing

Not just up or down

**Commitment to each
other and to the quality
of work that results from
their efforts.**

Joyce Batcheller Copyright 2024

176

True Collaboration

8/1/2024

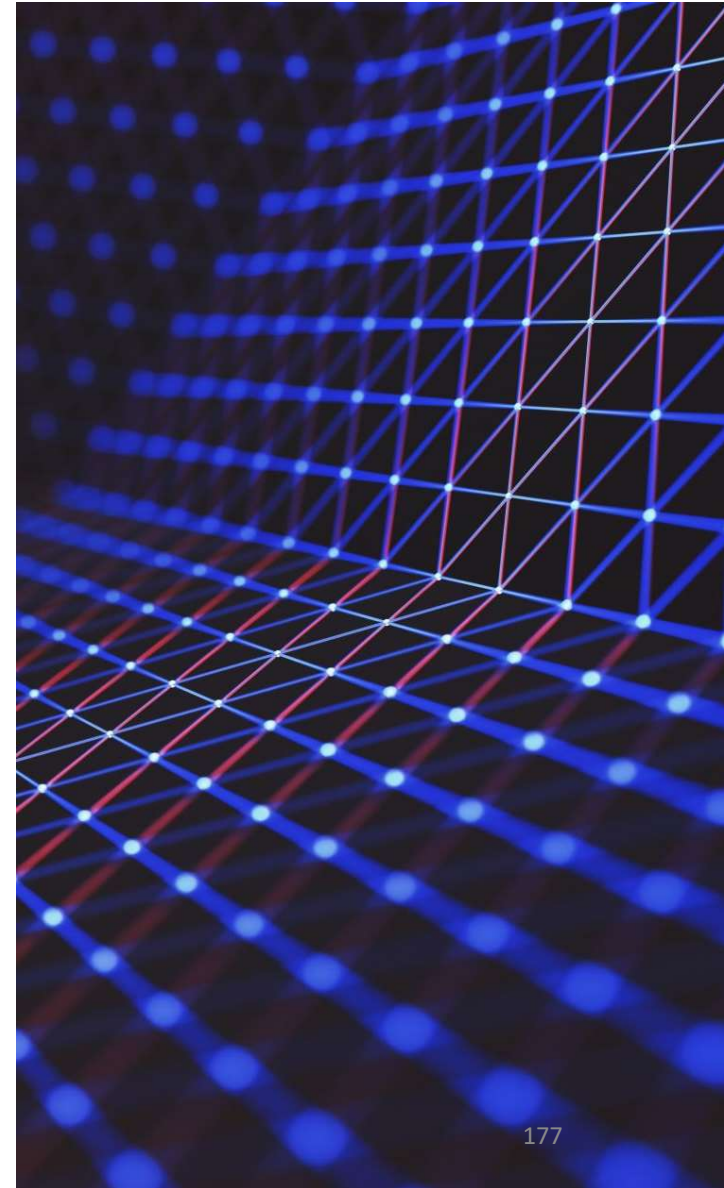


**Shared
decision
making**



**A
collaborative
governance
structure
that gives
professionals
a voice
regarding
issues that
affect their
practice.**

Joyce Batcheller Copyright 2024



177

True Collaboration

8/1/2024

Leaders move from directing and controlling to coaching, guiding, questioning and facilitating

Centralized or decentralized responsibility is replaced with mutual shouldering of responsibility.

Joyce Batcheller Copyright 2024

178

Effective Decision Making

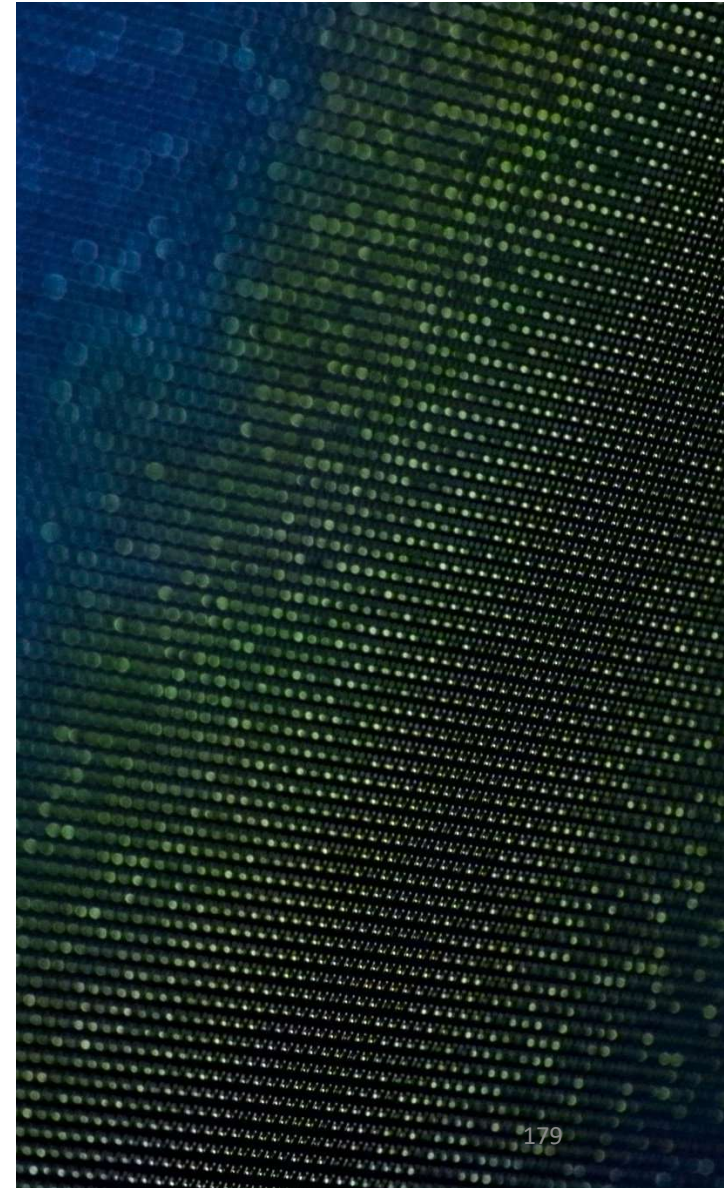
8/1/2024

**Respect for rights
of all**

**All key
perspectives
incorporated**

**Processes in place
to evaluate
results of
decisions**

Joyce Batcheller Copyright 2024



Effective Decision Making

8/1/2024

**Organizational
values clear and
part of decision
making**

**Structures ensure
patients and
families are heard**

**Shared
accountability for
decision making**

Joyce Batcheller Copyright 2024

180



Authentic Leadership

8/1/2024

Joyce Batcheller Copyright 2024

181

Meaningful Work and Recognition



Appropriate Nurse Staffing

Remember These Key Findings?

- **Inability to deliver quality care consistently is now a top reason for nurses' intent to leave.**

-
- **66% of nurses under 35 reported feeling anxious, compared to 35% of nurses 55 or older.**
 - **2 out of 3 nurses under 35 reported feeling burned out, compared to 1 out of 3 nurses 55 or older.**

- <https://www.nursingworld.org/~492857/contentassets/872ebb13c63f44f6b11a1bd0c74907c9/covid-19-two-year-impact-assessment-written-report-final.pdf>





Strategies For Success

<https://www.aacn.org/nursingexcellence/healthy-work-environments>

8/1/2024

Joyce Batcheller Copyright 2024



186

New Models of Care

BSN as an individual versus integrator of patient care

Incorporation of APRN's

Incorporation of LPN's/LPN's

Different leadership models

Virtual care

Hospital at home

Telehealth



Some Great Innovations Are Out There

- **The Battle Buddy Program**
- **The Come Back Home Program**
- **Earn While You Earn**
- **Focus on Retention: Stay Interviews**
- **Career Conversations/More Coaching**
- **Nurse Sabbaticals**
- **Robots**
- **Technology to identify “fit” to organization**



Reflection:

What is resonating with you the most?


What is a key take away you would be willing to share with the group?

A photograph of a breakfast table. In the foreground, there is a white coffee cup on a saucer, a stack of newspapers, and a white plate with four golden-brown pastries. The background is blurred, showing a white mug and some greenery. The text "Break Time" is overlaid in the center.

Break Time

Managing Resources





Healthcare Reimbursement- What All Nurses Need to Know

8/1/2024

Joyce Batcheller Copyright 2024

192



148 Rural Hospitals in Texas

- About 15% of Texas' population is rural, including 586,000 rural Texans without health insurance. Compared with their urban counterparts, rural hospitals serve a larger proportion of older, uninsured, and publicly insured patients.
- In 2022, a report from [Kaufman Hall](#) found 26% of Texas rural hospitals were found to be at risk of closure, compared to 16% in 2020
- <https://www.tha.org/issues/rural-issues/>
- <https://www.tha.org/wp-content/uploads/2022/11/Texas-Hospital-Association-Financial-Impact-Report-11.1.22.pdf>



Rural Hospital Risk of Closure

- While Texas is not the only state with rural hospitals in need, it leads the nation in rural hospital [closures](#), according to the Center for Quality Healthcare and Payment Reform.
- The state has 77 rural hospitals at risk of closing, and 29 at immediate risk of closing.

<https://stateofreform.com/news/2024/06/17-million-grant-aims-to-help-stabilize-texas-rural-health-system-amid-hospital-closures-and-financial-challenges/>

Rural Hospital Risk of Closure

- Texas Gov. Greg Abbott announced a \$17 million [Texas Rural Hospital Financial Stabilization Grant](#) last month. Qualifying hospitals may receive between \$100,000 and \$375,000 over a two-year period.
- Four areas where hospitals can spend the money: supplemental operational expenses, debt repayment, facility repairs, and equipment purchases or rentals. Grant applications closed on June 21.
- The passage of [Proposition 8](#) allocated \$1.5 billion to a broadband infrastructure fund to help expand internet access in the state. The State Office of Rural Health also recently announced \$23 million in [grant funding](#) aimed at improving broadband infrastructure in rural hospitals.

Price Transparency Will Be a Key Driver





VALUE-BASED CARE

Transformative change in healthcare delivery is being driven by innovative models of care that focus on patient-centered outcomes while improving quality of care and reducing costs.

Value-based healthcare (VBHC) growing--providers are paid based on the quality of care they provide and not quantity of services delivered. Benefits include:



Improved patient outcomes: providers are incentivized to provide high-quality care, which can lead to improved patient outcomes.



Reduced cost: reduce healthcare costs by reducing the need for unnecessary tests and procedures.



Increased patient satisfaction: focus is on the patient's overall well-being.

Hospital-Acquired Conditions

Definition:

Hospital-acquired conditions are when a patient receiving care in a hospital experiences an unrelated condition.

Examples of Hospital Acquired Conditions

Falls with injuries

Hospital acquired infections

Hospital acquired pressure ulcers

Perioperative Hemorrhage or Hematoma Rate

Postoperative Acute Kidney Injury Requiring Dialysis Rate

Postoperative Respiratory Failure Rate

Perioperative Pulmonary Embolism or Deep Vein Thrombosis Rate

Postoperative Sepsis Rate

<https://www.cms.gov/Medicare/Quality-Initiatives-Patient-Assessment-Instruments/Value-Based-Programs/HAC/Hospital-Acquired-Conditions>

Value Based Care and Bundles

Currently, less than 20% of Medicare spending is value-based, but by 2025, CMS wants to have close to 100% tied to VBC contracts.

That means \$1 trillion of healthcare risk will be shifting from the government to hospitals, health systems, and physician practices across the country.

Embracing this change is not a choice. CMS aims to have 100% of Medicare providers in two-sided risk arrangements by 2025.

CMS wants half of Medicaid and commercial contracts to be in value-based reimbursement models by 2025.

Red Signal Report, August 2020, 3 (1). Accessed: <https://www.coverys.com/red-signal-report/p/1>

Value-based healthcare (VBHC) growing--providers are paid based on the quality of care they provide and not quantity of services delivered. Benefits include:



Improved patient outcomes: providers are incentivized to provide high-quality care, which can lead to improved patient outcomes.



Reduced cost: reduce healthcare costs by reducing the need for unnecessary tests and procedures.



Increased patient satisfaction: focus is on the patient's overall well-being.

Healthcare Reimbursement-What All Nurses Need to Know



Fee for service—billing for each service performed and payment in specific pre-agreed upon amounts.



Accountable care organization (ACOs)-group of providers (including physicians, hospitals and other providers) organized to improve quality and decrease costs for a defined group of patients.



Bundled payments-insurer provides one payment that reimburses multiple providers and hospital together for specified illness or injury.

Healthcare Reimbursement-What All Nurses Need to Know



Medicare—US health insurance program for people aged 65 and older; consists primarily of separate but coordinated programs: Hospital (Part A) and supplementary medical insurance (Part B); Medicare replacement insurance (Part C) and Medicare prescription drug coverage (Part D).



Medicaid—Federally aided, state operated for certain indigent or low-income person in need of health and medical care.

Healthcare Reimbursement-What All Nurses Need to Know

Copayment—flat amount the patient pays at the time of the service.

Deductible—flat amount paid by the patient before the insurance plan begins to pay for the care.

Self-pay—patients without insurance who will pay for their services.

CMS' State Level Total Cost of Care (TCOC)

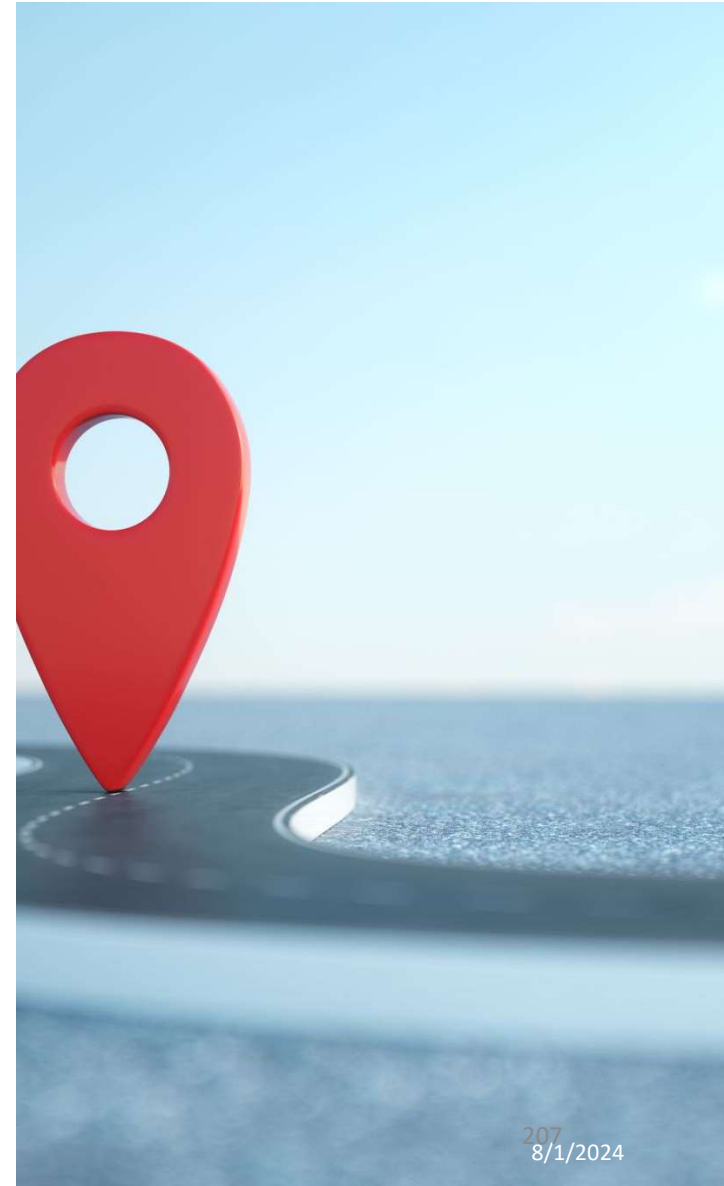
Holds states accountable for the quality and health outcomes of their populations while limiting the cost of healthcare services. The program applies to all healthcare payers, including Medicare, Medicaid, and private health insurers.

Goals: Improving the overall health of a state's population, Reducing costs, Promoting health equity by reducing health outcome disparities, and Limiting the growth of healthcare costs

<https://sachspolicy.com/2023/09/cms-announces-the-ahead-state-total-cost-of-care-model/>

CMS' State-Level Total Cost of Care Model

- <https://www.aha.org/news/headline/2023-09-05-cms-launch-new-state-based-total-cost-care-reimbursement-model>
- <https://sachspolicy.com/2023/09/cms-announces-the-ahead-state-total-cost-of-care-model/>



Nursing Workforce Trends and Ongoing Challenges



Our Work Force Has Changed

Staffing Shortages and burnout top the list of concerns

- Hard to fill areas:
- Surgery
- Critical care
- Medical Surgical Nursing

Lingering Effects

- PTSD
- Depression/Suicides
- Compassion /Fatigue
- Transition into practice readiness concerns
- Nursing School Enrollments Down for the First Time in Years

Altered Career Paths

- Returning to school to become an APRN
- Work part-time
- Child Care

More options

- Travel nursing
- CVS
- Amazon
- Walmart
- Virtual Nursing
- Insurance Companies

A New Type of Nursing Shortage

**Not a shortage of nurses,
rather a shortage of nurses
willing and physically able to
practice in acute care**

**There will not be enough
nurses for at least 5 maybe
10 years to practice acute
care nursing the way it has
been practiced for the last
25+ years**

**The two age groups leaving
in the greatest numbers are
60+ and 20+**

**Auerbach, D.I., Buerhaus, P.I., Donelan, K.,
Staiger, D.O., (2022). A Worrisome Drop In
The Number Of Young Nurses. Health
Affairs Forefront**

Healthcare Reimbursement- What All Nurses Need to Know



Financial management competencies:

Creating

- Creating a budget

Monitoring

- Monitoring a budget

Analyzing

- Analyzing financial information

Reporting

- Reporting variances

Understanding

- Understanding the data that is included in financial reports

Operating Budget



LABOR COSTS



SUPPLIES



PHARMACY COSTS

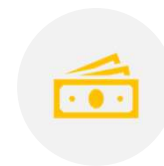
Budget Expenses



**Cost of Supplies
and
Pharmaceuticals**



**Supply Chain
Issues**



**Nourishment,
Dietary**



**Minor
equipment**



**Equipment
rentals**



Linen



**Labor Costs/Cost
of Benefits**

Nurses Need To Know How They Add Value to the Organization?



Better Patient Outcomes



Better Patient Satisfaction



Higher Reimbursement



Lower Nurse Turnover



Fewer Sick Calls



https://www.aacn.org/blog/my-work-environment-is-unhealthy-now-what?sc_campaign=2459A1C37A064E53817C1C98D2594B0B&_zs=EwaSX&_zl=1ehe3

Why Is Nursing Always in the Spotlight?



Joyce Batcheller Copyright 2024

216
8/1/2024

Appropriate staffing is a dynamic process that aligns the number of nurses, their workload, expertise, and resources with patient needs to achieve quality patient outcomes within a healthy work environment.



Staffing Discussions

- **Staffing committees**
- (CT,IL, NV, NY, OH, TX and WA)

- **Public Disclosure of staffing levels**
- (IL, NJ, NY, RI and VT)

- **Nurse to Patient Ratios**
- (CA, MA, NY and OR)

Favorite Question and Answer

**Is Your Nurse
Staffing Okay
Now?**

It Depends

Examples of Staffing Factors to Consider

Number of patients

Acuity of patients

Number of assistive personnel

Experience Level of the Nurses

Number of orientees

Number of nursing students

Number of travelers or other flex staff

Examples of Staffing Factors to Consider

Call ins

Intermittent FMLOA

Education and Training Time

Nurses who float to your unit

Nurses who need to float from your unit to another unit

Layout of the unit

Admissions, transfers, discharges

Workforce Staffing Challenges

Rising Patient Acuity

**Experience-Complexity Gap in
Workforce**

Shorter Employment Tenures

Virkstis, K., Herleth, A. & Rewers, L. (2019). Closing nursing's experience-complexity gap. *Journal of Nursing Administration*. 49(12). 580-582.



There is No Magic – What Staff Want in Leaders

- **Trust**
- **Stability**
- **Compassion**
- **Hope**



Staffing Discussions

NEW: AACN Standards for Appropriate Staffing in Adult Critical Care

<https://www.aacn.org/nursing-excellence/standards/aacn-standards-for-appropriate-staffing-in-adult-critical-care>



8/1/2024

**So, you think you have
staffing figured out?
Then what happens?**

Joyce Batcheller Copyright 2024

224

Potential impacts on staffing



Call ins



**Intermittent
FMLOA**



**Education and
Training Time**



**Nurses who float
to your unit**



**Nurses who
need to float
from your unit
to another unit**



**Admissions,
transfers,
discharges**

Managers and Charge Nurses are Chief Retention Officers

Highest Vulnerability is in 1st Year of Practice

Make Coaching a Priority

Conduct Stay Interviews

Rewards and recognition

Work environment

Mental Health Services



Reframe Concerns Into Possibilities



<https://www.nursingtimes.net/news/hospital/revealed-nursing-staff-fear-another-big-nhs-care-scandal-is-likely-05-05-2023/>

Resources



<https://www.aonl.org/resources/Nurse-Leadership-Workforce-Compendium>



SECTION 1

Attracting, Acquiring,
Recruiting and Retaining
Nursing Leadership
Workforce



SECTION 2

Nursing Leadership
Workforce Compendium



SECTION 3

Nursing Leadership
Workforce Compendium



<https://www.nursingworld.org/practice-policy/innovation/innovation-guide/>



DISRUPT THE GREAT RESIGNATION!



8/1/2024

Joyce Batcheller Copyright 2024

231

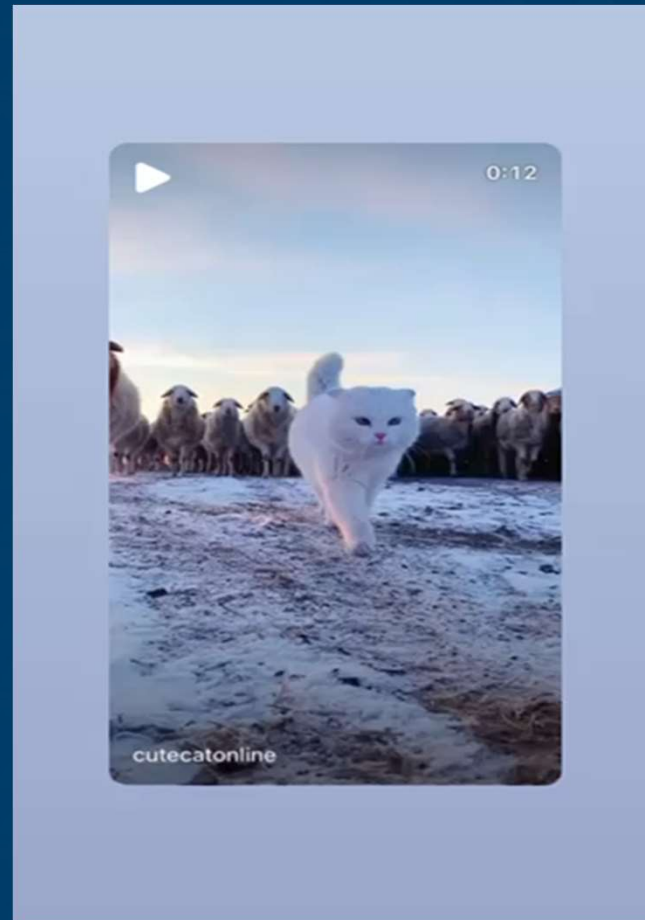


Adopting:

What 1-2 ideas do you plan to adopt based on what you have heard this morning?



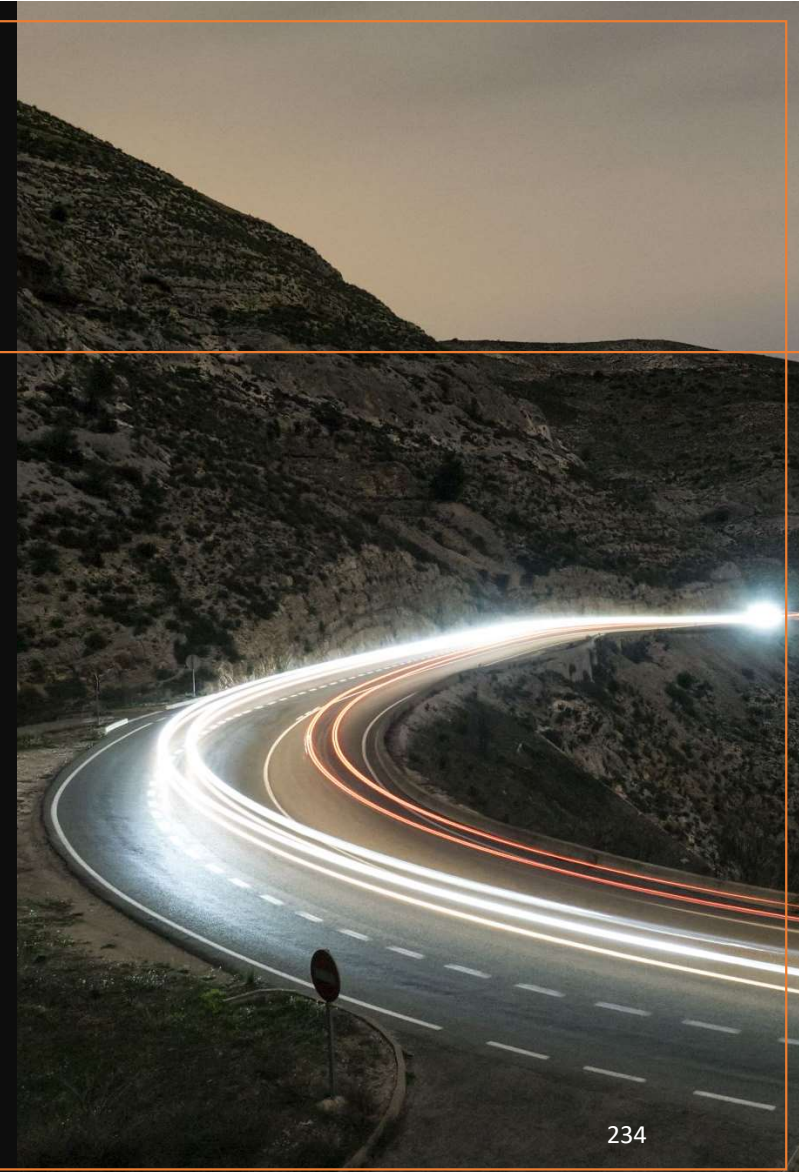
Remember: You can come out of the muck & mire unscathed!

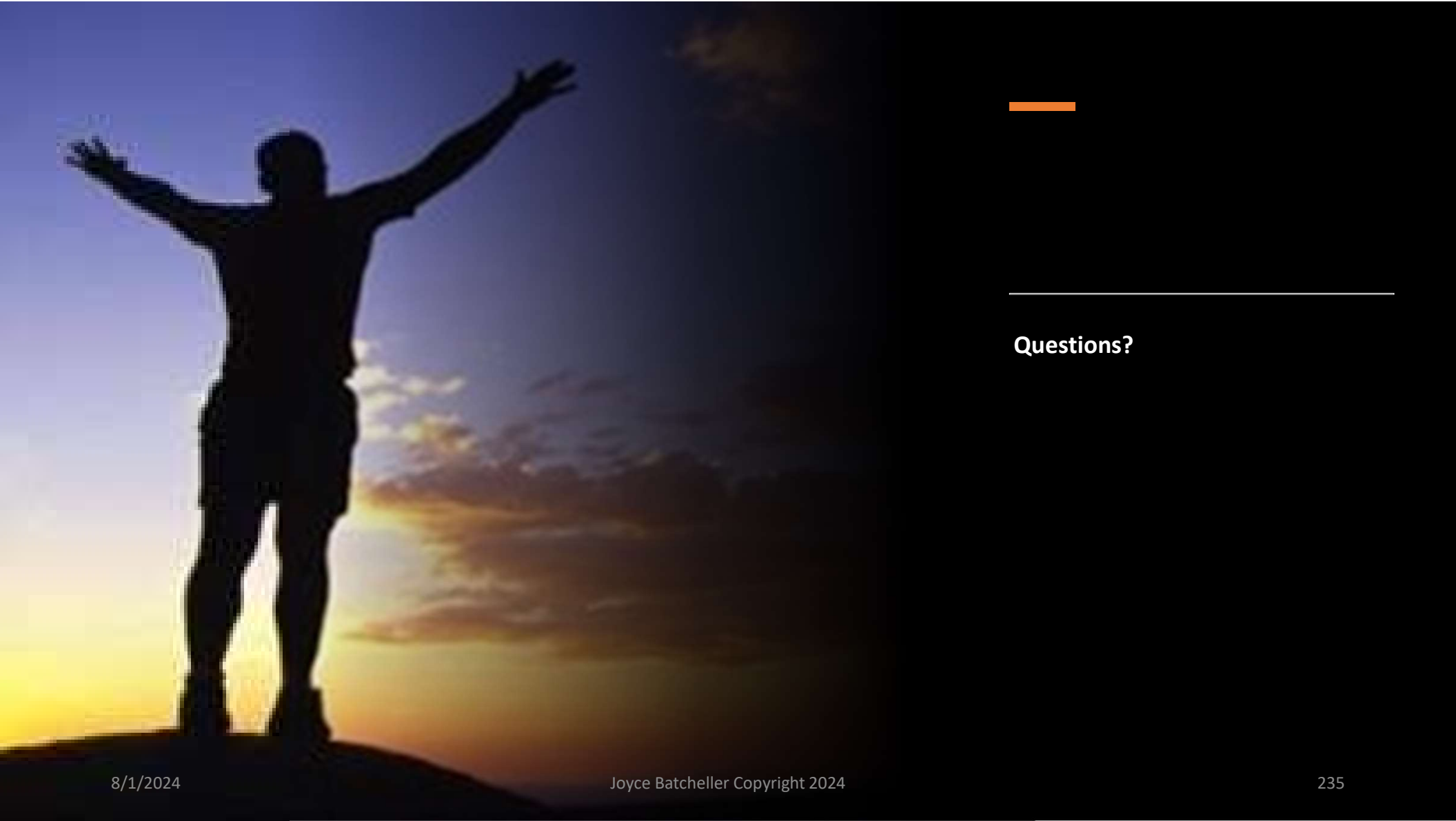


Leadership Journey

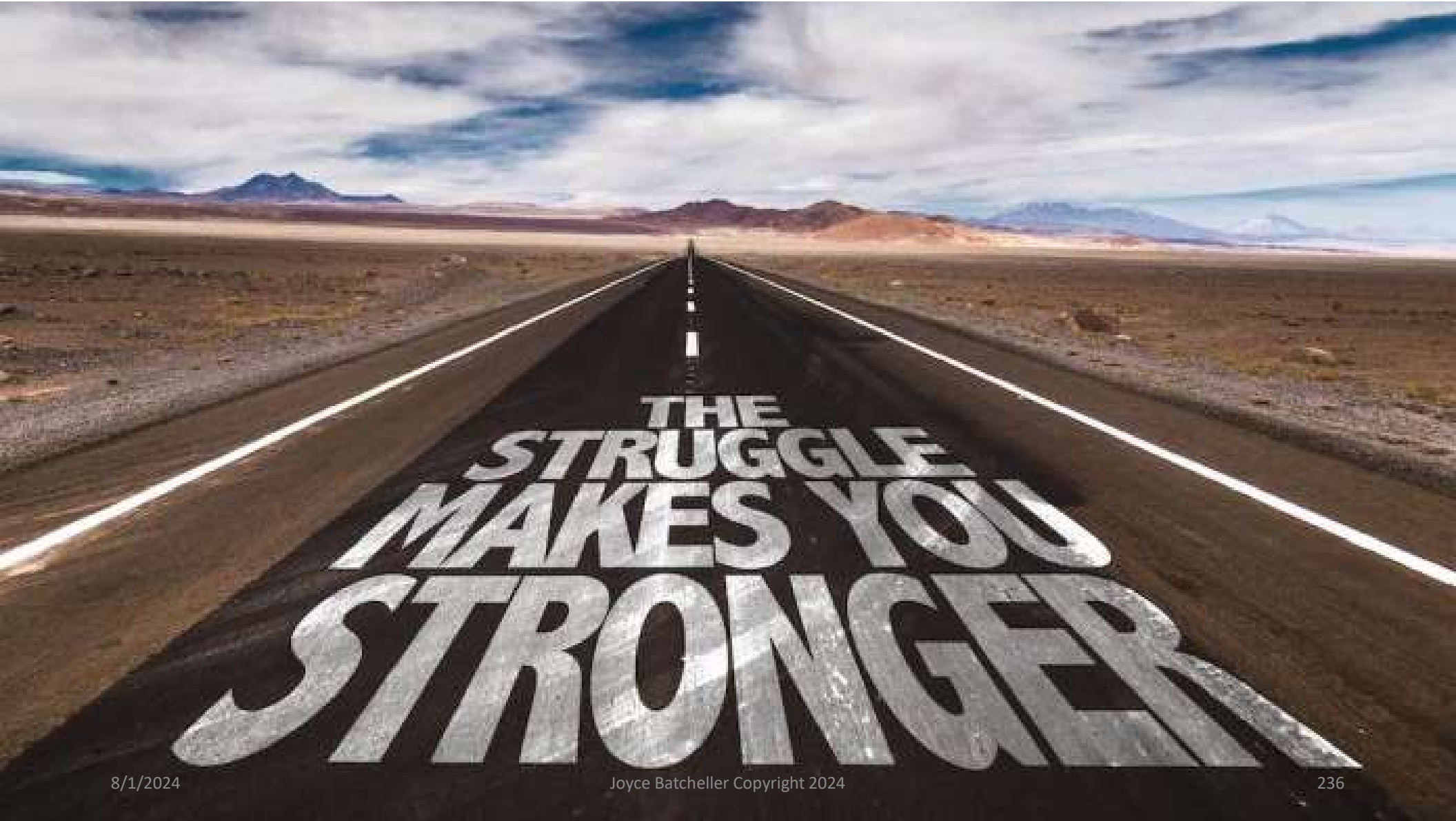
- Involvement with a Professional Organization
- Develop Network of Colleagues
- Seek Out Mentors

- Blogs
- Book Club
- Beckers Report
- Harvard Business Journal





Questions?





**Think Of The Possibilities
As You Look Ahead**

THE END