A Leader...Who, Me?!?!?

Discovering yourself as a leader and champion for school health

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How do you see yourself?
School Nurse Roles

- Facilitator
- LEADER
- Provider
- Case manager
- Collaborator

National Association of School Nurses, 2011
Structure for Professional Nursing Practice

• Ownership
• Code of ethics
• Accountability
• Practice
• Quality
• Competence
• Knowledge management
Autonomy

• Reframing from feeling “isolated”
• Essence of Autonomy
• Limitations
• Leadership – “I would hope that all school nurses would have leadership qualities...”
School Nurse Competencies

• Adapted from Benner’s *Novice to Expert* model
  – Emergent
  – Competent
  – Proficient
  – Expert

• 16 Standards
  – Standard 15: Leadership
    – “The school nurse provides leadership in the professional practice setting & the profession”
Accountability & Delegation

- Delegation is a necessity
- Always follow state nurse practice act
- The RN may delegate components of care but does not delegate the nursing process itself. The practice pervasive functions of assessment, planning, evaluation and nursing judgment cannot be delegated.
- Speak the language of safety
- Legislated ratios
Affordable Care Act & Triple Aim

• Improving individual experience of care
  – Quality
  – Access
  – Availability
  – Reliability

• Improving health of populations

• Reducing per capita cost of care for populations
  – Think of the broader community
  – Systemic thinking
  – Public health principles: empowerment & knowledge
School Nurses as Safety Net

- Advocate for those without a voice
- Poverty
  - 19% Maine children
  - > 30% in Washington county
  - 25% living with hunger
- Consequences
  - Poor health
  - Trauma
  - Adverse childhood experiences (ACEs)
  - Depression & anxiety
  - Epigenetics
Cost-Benefit Analysis

• $1 school health investment = $2.20 society gain
  – Saved medical care costs
  – Parent productivity
  – Teacher productivity

• Additional benefits not quantified
  – Higher graduation rates
  – Improved grades & standardized test scores
  – Reduced use of emergency medical services
  – Improved medical compliance
  – Reduced transmission of infections
  – Earlier diagnosis & treatment
School Nursing Data Indicators

• Mirrors the ANA’s Nursing Sensitive Indicators
• Variables
  – Staffing
  – Risk management
  – Health promotion/illness prevention
  – Episodic care
  – Care coordination
• Arm yourself with data
• “If you can’t measure it, you can’t fix it”
Use of Research & EBP

• Rogers’ Diffusion of Innovation Theory
  – Social networks
  – Interactive workshops
  – Partnerships with organizations & academic centers

• Health promotion & disease prevention agenda

• Documentation & data collection

• Basing all policies & procedures on evidence – references!
Change & Innovation

- Build a case for change
- Challenges & opportunities
- Goal-directed
- Identify & engage stakeholders
- Build consensus
- Start small but THINK BIG
- Expect resistance but never give up
Collaboration

• Importance of interdisciplinary practice – REGARDLESS OF THE SETTING
• Learn effective team dynamics
• Consider your “frequent flyers”
  – Complex issues
  – Learn principles of root cause analysis
Collaboration & “Bundled Care”

• Example: Asthma Management
• Problems:
  – Adherence
  – Under-identification
  – Multiple barriers
• Opportunities for “perfect asthma care”
• Bundled care for management of other chronic conditions
  – Diabetes
  – ?
Healthy School Environments

• Mirrors the Healthy Work Environment initiative established by AACN
• Coordinated School Health Programs
• Health promotion for ALL
• Authentic Leadership
Becoming an authentic leader requires a personal journey of self-discovery, self-improvement, reflection, and renewal.
Positive Deviance

• Positive deviance is the observation that in most settings a few at risk individuals follow uncommon, beneficial practices and consequently experience better outcomes than their neighbors who share similar risks.

• School nurses are highly skilled in complex environments
  – Flexibility
  – Adaptability
  – Communication
  – Relationships
  – Cultural & spiritual sensitivity
“Leadership is the capacity to translate vision into reality”

Warren Bennis

• What is your vision?
• Where are your opportunities?
Select References


Select References


Select References


