The Advisory Board Company | Nursing Executive Center

How to Use Your NEC Onsite in 2019

- 20+ Available Onsite Presentation Topics
- Options for Executive or Leadership Team Audiences

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⭐ Starred content is new in 2019

Service in Brief

Overview of the Onsite Service

The Nursing Executive Center's Onsite service brings a senior member of the Center's faculty to member organizations to present frontier market trends, introduce new (and often controversial) practices, support action planning, and fast-track implementation of best practice. Member organizations are urged to select the onsite format and topic that will best meet their education and strategy needs.

Our onsite offerings fall into three main categories:

- **Executive onsites*** focus on nursing strategy with insights that can be applied at the organizational level. These onsites are designed for executive-level leaders. On occasion, they may also be appropriate for select senior directors.

- **Leadership team onsites*** focus on best practices and implementation support at both the organizational and unit level. These onsites are designed for the full nursing leadership team—including executives, directors, educators, and unit-level managers.

- **Interactive skill-building workshops** teach participants the skills and mindsets they need to succeed as nursing leaders, and are designed for the full nursing leadership team—including executives, directors, clinical educators, nurse managers, and emerging nurse leaders. These sessions require more advance communication and in-depth preparation and are available by special request.

*New in 2019: There are two styles of executive onsites and leadership team onsites. One style presents a comprehensive review of best practices identified around the country. The other is an **executive action planning session**, which covers a high-level summary of the selected topic followed by a facilitated action planning session with the CNO's executive leadership team.

Our aspiration is to provide tailored service, depth of knowledge, and flawless delivery. We encourage member organizations—especially those that have yet to participate in an onsite presentation—to take advantage of this highly regarded service. There is no additional fee associated with your onsite session; it is included in your Nursing Executive Center membership.

How to Use This Guide

This Guide to the Onsite Service provides tips for partnering with your onsite faculty member to plan and schedule your presentation and descriptions of available onsite offerings.

You can access customizable versions of each one-page onsite description by visiting: **advisory.com/nec/onsiteservice**.

Nursing Executive Center Faculty

Across each year, Center faculty deliver nearly 300 presentations at hospitals and health systems nationwide and around the world, with 80 percent of participating nurse leaders rating the faculty's effectiveness as excellent.

Beyond having direct patient care leadership experience in a variety of settings, all faculty are well versed on a wide variety of topics and skilled at partnering with senior nursing leaders to ensure Nursing Executive Center content is tailored to the express needs of the target audience (as detailed on the following page). To get the most out of your session, we strongly recommend involving your dedicated faculty member early in the process—even before the topic has been finalized.

Joan Meadows
RN, MN
Senior Director

- Conducts over 100 working sessions each year on topics ranging from productivity to clinical quality to workforce development
- Former chief nurse executive for Martha's Vineyard Hospital and Wood River Medical Center
- *Joan will be retiring in June 2019 and the Center team wishes her all of the best!*

Carol Boston-Fleischhauer
RN, MSN, JD
Chief Nursing Officer and Managing Director

- Serves as national and international spokesperson for Nursing Executive Center research throughout the world, as well as supports member onsites and strategic planning sessions for senior-level executives
- Former executive director of the American Organization of Nurse Executives

Alice Thornton Bell
APRN, MPA, MA, MSN
Senior Director

- Shares Center findings across the country and abroad with expertise in strategic planning, operational leadership, cross-continuum care coordination, and advanced practice nursing
- Former vice president of clinical services for Via Christi Health System

The Road Map for a Successful Onsite

1 Schedule Your Onsite

Action Steps

- Contact your Membership Advisor to schedule your onsite (If you don't know how to reach your Membership Advisor, email nec@advisory.com)
- Schedule your onsite presentation three to five months in advance of the desired date
- Consider integrating your onsite presentation into a standing forum, such as a board or executive retreat, annual strategic planning session, or leadership training summit
- Do not finalize your onsite topic before your pre-onsite call with a Center faculty member

2 Join a Planning Call

Action Steps

- Participate in a pre-onsite call with a Center faculty member at least one month before the presentation
- With the help of a Center faculty member, finalize the following:
  - **Audience** for presentation (executive or leadership team; CNO attendance is highly recommended for all presentations)
  - **Topic** of presentation (one of the selections in the guide or a "special request")
  - **Format** of presentation (such as didactic, formal with Q&A, or an interactive workshop)
  - **Logistics** of presentation (including venue, time allotment, audiovisual equipment, presentation materials, and strategies to promote onsite event)
  - Determine what CE information you require. Should you wish to apply for CEs through your state board of nursing, we are happy to provide information to support those efforts, such as an executive summary for the topic, course objectives, and a speaker bio. Please discuss what information you'll need with your faculty member.

3 Prepare on the "Day Of"

Action Steps

- Meet with Center faculty member at least 30 minutes before presentation begins to review event details and any last-minute changes or requests
- Ensure all supporting materials (i.e., books, handouts) are available in sufficient numbers
- Test audiovisual equipment
- Encourage active audience participation
- Work with Center faculty member to identify support for follow-up steps or subsequent presentations

Executive Onsites

- Build Tomorrow's Nursing Leadership Team Today
- Building the Future Clinical Workforce
- Design and Embed Care Standards Nursing Will Embrace
- ★ Forge a New Partnership on the Patient Experience
- The Integrated Nursing Enterprise
- ★ A New Era of Disruption, Competition, and Cost Pressure
- Strategic Planning Workshop

Build Tomorrow's Nursing Leadership Team Today

Succession Management Amid Industry Transformation

Executives will need a strong succession management plan to prepare a bench of nurse leaders equipped to tackle new challenges.

Presentation Overview

As the health care landscape evolves, so will the future roles and responsibilities of senior nurse leaders. More than ever, executives will need a strong succession management plan to prepare a bench of nurse leaders equipped to tackle new challenges.

This presentation explores the five key questions senior executives should answer when building their future leadership teams:

1. What new executive roles should we anticipate?
2. Which positions merit a succession plan?
3. Who are the most promising successors?
4. Where should we focus development efforts?
5. How can we smooth leader promotions?

Learning Objectives

After attending this session, attendees will be able to:

- Understand the characteristics needed for future nurse director and executive roles
- Determine where to target succession planning efforts
- Identify and develop nurse leaders for the future CNO role

Presentation Format

Didactic (formal presentation with Q&A)

Target Audience

Executive-level leaders in nursing

Target Length

1.5 hours

CEs

See note on page 5 for information on how to communicate with your faculty member in advance of the onsite presentation

Building the Future Clinical Workforce

Lessons from Organizations Staffing for Future Care Delivery

Leaders need to build their workforce blueprint from the "outside-in"—by staffing to expand access points, improve cross-continuum coordination, and limit unnecessary acute care.

Presentation Overview

The conventional approach to workforce planning is to move from the "inside-out"—by first refining inpatient care teams and then designing cross-continuum, ambulatory care models that complement inpatient staffing. But this reinforces a costly, hospital-centric model that is based on yesterday's needs. Market leaders are now challenging conventional wisdom and building their staffing plan from the "outside-in"—improving patient access, enhancing coordination beyond the hospital, and preventing unnecessary acute care.

This session equips leaders with a framework for building a workforce blueprint from the "outside-in." A faculty member will serve as a strategic thought partner—first sharing in-depth profiles of four organizations' approaches to future staffing, and then facilitating a discussion on what leaders should consider when building their own workforce blueprint.

Learning Objectives

After attending this session, attendees will be able to:

- Think strategically about evolving staffing needs
- Develop a workforce blueprint that aligns with their organization's unique market conditions and challenges
- Assess trade-offs and other implications of key staffing decisions

Presentation Format

Didactic (formal presentation with Q&A)

Target Audience

Executive-level leaders in nursing

Target Length

3.5 hours

CEs

See note on page 5 for information on how to communicate with your faculty member in advance of the onsite presentation

Design and Embed Care Standards Nursing Will Embrace

Best Practices to Reduce Unwarranted Care Variation

Nurse leaders must treat care variation reduction as a financial imperative—not just a quality imperative

Presentation Overview

Minimizing care variation has always been a quality imperative for nursing—and it's now also a financial imperative for the entire executive team. Sixty percent of hospitals will be underwater by 2025 if they don't increase productivity or cut costs. CFOs believe that reducing care variation is the #1 cost savings opportunity, outside of reducing fixed costs. As a result, many organizations are engaging their clinicians to create evidence-based care standards. But despite best efforts, many standards are never embedded into frontline practice. That's because standards that work well on paper are complex and difficult for clinicians to follow in practice.

For organizations to achieve the savings they need to stay afloat, they must prioritize the standardization of high-cost care, design standards that mesh with frontline workflows, and embed standards into daily practice. And they must do so at scale, rather than incrementally. This research will help clinical executives improve their care variation reduction efforts to achieve ambitious quality and cost goals.

Learning Objectives

After attending this session, attendees will be able to:

- Prioritize which care to standardize from a cost perspective
- Design care standards that simplify workflows and are easy to follow
- Create a system-wide rollout strategy to ensure consistency
- Leverage peer learning to reinforce clinical practice changes long-term

Presentation Format

Didactic (formal presentation with Q&A)

Target Audience

Executive-level leaders in nursing and other professions

Target Length

4 hours

CEs

See note on page 5 for information on how to communicate with your faculty member in advance of the onsite presentation

Forge a New Partnership on the Patient Experience

Six No-Regrets Moves for Nurse Leaders to Help Drive Patient Loyalty

Learn why CEOs are focused on winning patient loyalty and increasing share of wallet—and what nurse leaders should do to help.

Presentation Overview

HCAHPS scores have trended modestly but steadily upwards across the last decade. So much so that raw national scores are hitting a performance ceiling. As a result, many nursing leaders are feeling a sense of diminishing returns on their efforts to improve HCAHPS scores. They continue to coach their teams and introduce new initiatives, but they do not see the desired level of improvement.

This presentation equips nurse leaders to partner with other leaders in their organization who are working to achieve goals related to the patient experience. In particular, strategy leaders focused on winning patient loyalty, medical group executives focused on improved access, and ACO leaders focused on care management.

Learning Objectives

After this session, attendees will be able to:

- Understand nursing's six no-regrets moves to build patient loyalty and increase share of wallet
- Connect patients to personalized next steps to help ensure patients follow through with their plan of care within the system
- Help patients know what to expect in the ED
- Ensure cost is never a surprise to patients
- Create nurse-led convenient care options to help patients access services when and where they want them

Presentation Format

Didactic (formal presentation with Q&A)

Target Audience

Executive-level leaders in nursing, executives and directors of patient experience

Target Length

3 hours

CEs

See note on page 5 for information on how to communicate with your faculty member in advance of the onsite presentation

The Integrated Nursing Enterprise

Key Lessons from Leading Cross-Continuum Organizations

Learn how leading organizations have successfully integrated nursing across multiple care settings—and how to apply their learnings to your own organization.

Presentation Overview

It is challenging to decide how to most effectively structure nursing across multiple care settings. This presentation shares how leading nursing organizations integrated nursing across their system. Most importantly, it focuses on the key decision points, and common "lesson learned," so that you can apply them to your own organization.

This presentation will help you answer questions that include:

- What is the right reporting structure for nurses?
- What is the right scope of authority for the senior-most nurse leader?
- How can you ensure interdisciplinary collaboration across care settings?
- How can you instill a system-level perspective among frontline nurses?

Learning Objectives

After attending this session, attendees will be able to:

- Describe the tradeoffs between different system-wide nurse reporting relationships
- Identify the most promising strategies for your organization to strengthen interdisciplinary collaboration across care settings
- Determine the right best practices that will help frontline staff feel a greater attachment to your system, not just their unit or care setting

Presentation Format

Didactic (formal presentation with Q&A)

Target Audience

Executive-level leaders in nursing

Target Length

4 hours

CEs

See note on page 5 for information on how to communicate with your faculty member in advance of the onsite presentation

A New Era of Disruption, Competition, and Cost Pressure
Market Forces Shaping Nursing in 2019 and Beyond

Learn what nursing executives must know about the market forces impacting health care

Presentation Overview

In a major market switch, private-sector players—not policymakers—are now pushing hardest to extract more value from the health care delivery system. Employers, retailers, and health plans are searching for disruptive solutions to bend the spending curve. At the same time, mega-mergers and a new wave of vertical integration are creating different-in-kind delivery systems.

On the public-payer side, states and the federal government are picking up cues as to what works—and embedding those mechanisms into provider reimbursement and regulation. This presentation unpacks the most important forces reshaping the health care industry and provides guidance on how to stay a step ahead.

Learning Objectives

After this session, attendees will be able to:

- Identify how health care providers should adjust strategy in response to mega-mergers and vertical integration
- Anticipate the impact of the latest health care disruptors on the industry
- Understand how providers should evolve their risk strategies as initial pilots wind down

Presentation Format

Didactic (formal presentation with Q&A)

Target Audience

Executive level leaders in nursing and other professions

Target Length

1.5 hours

CEs

See note on page 5 for information on how to communicate with your faculty member in advance of the onsite presentation

Strategic Planning Workshop

Creating (or Refining) Your Nursing Strategic Scorecard

Build a nursing strategic plan that focuses staff on your top priorities, and clearly conveys nursing's contribution to your organization's key goals.

Presentation Overview

The strategic planning process is all too often long and drawn-out, and can result in a nursing strategic plan that doesn't live up to its potential. This presentation will help nurse leaders create their own nursing strategic plan, which:

- Makes it easy for external audiences to see how nursing is advancing critical organizational goals.

- Helps focus nursing leaders and frontline staff on nursing's most critical goals, and ensures nursing time and resources aren't being spread too thinly.

- Gives nurse leaders at-a-glance information on performance for their most important projects and metrics.

Learning Objectives

After attending this session, attendees will be able to:

- Avoid common strategic plan pitfalls

- Identify specific nursing objectives that will advance their organization's strategic goals

- Select the right metrics to track

- Articulate how the nursing department is advancing key organizational goals

Presentation Format

Working group session (interactive workshop)

Target Audience

- Executive-level leaders in nursing
- May also be appropriate for select senior directors

Target Length

4 to 6 hours

CEs

See note on page 5 for information on how to communicate with your faculty member in advance of the onsite presentation

Leadership Team Onsites

- Achieving Care Continuity
- Achieving Top-of-License Nursing Practice
- Building the High-Value Care Team
- Enhancing the Patient Experience
- ★ The Experience-Complexity Gap
- The High-Reliability Clinical Enterprise
- Instilling Frontline Accountability
- Prescription for Nurse Engagement
- Put an End to Nurse Manager Overload
- ★ Workshop: Nurse Manager Time Audit
- Rebuild the Foundation for a Resilient Workforce
- Shared Governance: Briefing and Workshop
- Transforming Health Care Through Nursing
- Untapped Opportunities for Saving Millions
- Win Millennials' Loyalty
- ★ Workshop: Revamp Preceptor Training and Support

Achieving Care Continuity

Best Practices for Building a System That Never Discharges the Patient

To prevent patients from receiving fragmented, episodic care, leaders need to build a care delivery system that "never discharges" the patient.

Presentation Overview

Health care leaders must now provide seamless care across settings. But the conventional approach—to perfect each transition along the continuum one at a time—won't be feasible, as most organizations don't have the time or resources to perfect transitions individually. Worse yet, this one-off approach may perpetuate a fragmented system, resulting in episodic care.

This presentation provides an executive framework for building a care delivery system that "never discharges" the patient by addressing underlying, systemic issues that affect all transitions across the care continuum. Best practices in this session address four key imperatives: equip clinicians to provide continuous care, promote clinician ownership for cross-continuum care, instill patient and family ownership for self-care, and scale up support for vulnerable patients.

Learning Objectives

After attending this session, attendees will be able to:

- Equip clinicians to provide continuous care
- Promote clinician ownership for cross-continuum care
- Instill patient and family ownership for self-care
- Scale up support for vulnerable patients

Presentation Format

Didactic (formal presentation with Q&A)

Target Audience

- Executive-level leaders in nursing, social work, discharge planning, and cross-continuum care coordination
- May also be appropriate for select senior directors

Target Length

4 hours

CEs

See note on page 5 for information on how to communicate with your faculty member in advance of the onsite presentation

Achieving Top-of-License Nursing Practice

Best Practices for Elevating the Impact of the Frontline Nurse

Health care organizations can no longer afford to underleverage the skills of frontline nurses—leaders need all members of the care team to practice at the top of their license.

Presentation Overview

As patients require increasingly complex care, health care organizations will need to take full advantage of the skills of frontline nurses. While there is widespread industry and organizational support for "top-of-license" nursing practice, two barriers commonly prevent nurses from focusing on their core responsibilities. First, nurses must frequently manage aspects of care that could be safely accomplished by a care team member with less training. Second, pervasive misperceptions about nursing scope of practice frequently prevent nurses from providing care they are qualified to deliver.

This presentation provides a two-part framework for achieving top-of-license nursing practice across care settings. The first section offers best practices for protecting nurses from avoidable time sinks—work that could be automated or completed by other care team members safely. The remainder of the presentation provides best practices for removing interprofessional barriers to top-of-license practice by expanding perceptions of the type of work nurses can and should perform within individual care settings—and between settings.

Learning Objectives

After attending this session, attendees will be able to:

- Redefine "top-of-license" practice based on patient needs
- Protect nurses from avoidable time sinks
- Remove interprofessional barriers to full scope of nursing practice

Presentation Format

Didactic (formal presentation with Q&A)

Target Audience

Nursing leadership teams (executives, directors, educators, unit-level managers)

Target Length

4 hours

CEs

See note on page 5 for information on how to communicate with your faculty member in advance of the onsite presentation

Building the High-Value Care Team

Briefing for Nurse Leaders

Leaders looking to build a high-value care team must focus on both sides of the value equation, providing the highest possible quality care for every dollar spent on staffing.

Presentation Overview

Nearly everyone agrees health care organizations need to deliver higher quality care at a lower cost. The challenge is figuring out how to redesign the care team to achieve this goal. To be successful, leaders will need to address three root causes of inefficient care teams. The first is a "one-size-fits-all" care team for patients with different needs—which may fail to meet high-risk patients' needs and over-serve low-risk patients. The second root cause is uncoordinated interprofessional teams, resulting in delays, duplicative work, and gaps in care. The third is overreliance on bedside RNs to provide elements of care that could be accomplished by support staff or another member of the care team.

This presentation equips nurse executives and senior leaders with three paths for building higher-value teams—not just within nursing but across disciplines and care settings.

Learning Objectives

After attending this session, attendees will be able to:

- Identify opportunities to adjust nursing-specific and interprofessional care teams to increase value
- Articulate the pros and cons of different care team models

Presentation Format

Didactic (formal presentation with Q&A)

Target Audience

- Executive-level leaders in nursing
- May also be appropriate for select senior directors

Target Length

4 hours

CEs

See note on page 5 for information on how to communicate with your faculty member in advance of the onsite presentation

Enhancing the Patient Experience

Best Practices for Achieving and Sustaining High Patient Satisfaction

To create lasting improvements in patient experience, leaders must broaden their goals to address patients' overall experience, not just discrete HCAHPS metrics.

Presentation Overview

Nursing leaders have been longstanding champions of enhancing the patient experience. However, current market forces—namely the impact of HCAHPS scores on hospital reimbursement—are finally bringing this critical issue to the forefront for the entire executive suite. Despite this intensified focus on patient experience, many hospital leaders are struggling to improve—and sustain—gains in performance. Many hospitals fail to achieve lasting gains in patient experience because they are pursuing a "campaign style" approach to elevating HCAHPS metrics.

This presentation offers a holistic framework and 18 best practices to enhance the patient experience and sustain high patient satisfaction over time. The first section of best practices provides nurse leaders with tactics for cultivating caregiver empathy. The next set of best practices focuses on overcoming universal process barriers to a patient- and family-centered experience. The final section of best practices introduces methods to diagnose institution-specific process barriers through the creation of highly leveraged patient and family advisory councils and patient experience blueprinting.

Learning Objectives

After attending this session, attendees will be able to:

- Cultivate caregiver empathy
- Overcome universal process barriers to a patient- and family-centered experience
- Diagnose institution-specific process barriers

Presentation Format

Didactic (formal presentation with Q&A)

Target Audience

- Nursing leadership teams (executives, directors, educators, unit-level managers)
- Directors of service excellence

Target Length

4.5 hours

CEs

See note on page 5 for information on how to communicate with your faculty member in advance of the onsite presentation

The Experience-Complexity Gap

Best Practices for Delivering High Quality Care with a More Novice Workforce

To continue delivering high quality care, leaders must build up the collective experience of their workforce and leverage RN experience more effectively

Presentation Overview

No matter how successful organizations are at recruiting and retaining frontline talent, most will face a shortage of experienced nurses in the coming years. Over a third of the nursing workforce is over 50, and leaders will have to rely on novice nurses as the principal source of talent to replace retiring experienced nurses. At the same time, care complexity is rising. An aging patient population, increasing rates of chronic conditions and behavioral health needs, and shorter length of stay all lead to more challenging care delivery. These two countervailing forces have created an "experience-complexity gap."

This presentation equips nurse leaders to close the experience-complexity gap with strategies and best practices that accelerate nurse transition from novice to competent and better leverage existing nurse experience.

Learning Objectives

After this session, attendees will be able to:

- Fiercely scope weeks 1-12 of new graduate transition to focus on the most essential knowledge and skills

- Ensure preceptors teach new nurses the right way every time

- Redistribute nurse experience to where it's needed most across the organization

- Differentiate practice for competent, proficient, and expert nurses

- Understand innovative staffing models that help close the "experience-complexity gap"

Presentation Format

Didactic (formal presentation with Q&A)

Target Audience

Nursing leadership teams (executives, directors, unit-level managers), directors of professional practice, nurse educators

Target Length

4 hours

CEs

See note on page 5 for information on how to communicate with your faculty member in advance of the onsite presentation

The High-Reliability Clinical Enterprise

Best Practices for Ensuring Every Patient Receives the Known Standard of Care Every Time

Leaders need a playbook to address the complicating factors making "high reliability" harder in today's complex environment.

Presentation Overview

Hospitals and health systems have made great strides in hardwiring delivery of the known standard of care. But as our environment becomes more complex, "high reliability" is harder to achieve. And well-established practices for high-reliability care will be insufficient to drive future improvement in our new reality.

This session will equip nurse leaders with a playbook for achieving high reliability in today's complex environment. Center faculty will share executive strategies to address five complicating factors making it harder for every patient to receive the known standard of care every time, in every setting: rapidly changing standards, more care setting types, broader organizational reach, larger care teams, and glacially slow transition to electronic documentation.

Learning Objectives

After attending this session, attendees will be able to:

- Describe the complicating factors making "high reliability" harder in today's complex environment

- Identify executive strategies to overcome the challenges to high-reliability care that are most acute at their organization

- Develop a playbook for achieving high reliability across their organization

Presentation Format

Didactic (formal presentation with Q&A)

Target Audience

- Executive-level leaders in nursing and quality
- May also be appropriate for select senior directors

Target Length

3.5 hours

CEs

See note on page 5 for information on how to communicate with your faculty member in advance of the onsite presentation

Instilling Frontline Accountability

Best Practices for Enhancing Individual Investment in Organizational Goals

Frontline accountability is foundational to improving unit, site, and organizational performance on quality metrics.

Presentation Overview

As critical providers of care, frontline nurses are vital to the success of any organizational goal. In light of performance improvements necessary to succeed in accountable care, ensuring staff are invested in hospital priorities is more important than ever. However, all too often, institutions pursue a one-off "campaign style" approach to achieving buy-in for individual initiatives. With growing numbers of mission-critical priorities, organizations lack the time and resources to continue this approach. Instead, instilling greater individual accountability at the front line is the foundational step to improving quality. Beyond a commitment to providing excellent care, frontline nurses must also feel individually accountable for larger institutional performance.

This presentation provides a three-step framework for instilling accountability and 15 supporting best practices and tools. The first step is to create greater line-of-sight to ensure frontline staff understand not only critical organizational priorities but their individual impact as well. The second step is to build a culture of shared responsibility to instill individual ownership over house-wide performance, not just assigned patients. The final step is to use external motivation to hardwire accountability through structured reward and recognition systems.

Learning Objectives

After attending this session, attendees will be able to:

- Distill critical priorities for the front line
- Humanize performance data
- Increase frontline ownership through greater input
- Embed peer feedback into workflow
- Link reward structures to organizational goals

Presentation Format

Didactic (formal presentation with Q&A)

Target Audience

Nursing leadership teams (executives, directors, educators, unit-level managers)

Target Length

3.5 hours

CEs

See note on page 5 for information on how to communicate with your faculty member in advance of the onsite presentation

Prescription for Nurse Engagement

Best Practices for Enfranchising Frontline Staff in Organizational Transformation

Nurse leaders need strategies and best practices that address the key engagement drivers for nurses in today's rapidly changing health care environment.

Presentation Overview

Increasingly, health care organizations are being rewarded for the value of care delivered—not just volumes. This means it is now more important than ever for frontline nurses to be engaged in their work, committed to the organization's mission, and capable of delivering high-quality care in a complex and constantly changing environment. Yet on average, nurses are the least engaged and most disengaged group when compared to all other frontline staff. While many organizations have invested in improving engagement, efforts have typically been informed by well-trodden, generic practices linked to engagement in a more straightforward operating environment. By continuing to rely on these commonly used strategies, leaders often fail to address the emerging challenges posed by a rapidly transforming health care landscape.

During this presentation, Center faculty will equip nurse leaders with an engagement strategy that addresses the reality of today's rapidly transforming health care environment. Leaders can custom-fit the session by selecting the dimensions of engagement representing their organization's greatest opportunities for improvement.

Learning Objectives

After attending this session, attendees will be able to:

- Translate market forces into frontline terms
- Rationalize the flow of change
- Pursue quality ideas over quantity
- Build meaningful recognition into leaders' workflow
- Broaden access to non-traditional development opportunities

Presentation Format

Didactic (formal presentation with Q&A)

Target Audience

Nursing leadership teams (executives, directors, educators, unit-level managers)

Target Length

3.5 hours

CEs

See note on page 5 for information on how to communicate with your faculty member in advance of the onsite presentation

Put an End to Nurse Manager Overload

Five Strategies to Keep Work Under Control

Nurse managers are frustrated and burned out because health care leaders are asking them to respond to every initiative separately.

Presentation Overview

In today's rapidly changing environment, many nurse managers feel overwhelmed by the growing number of responsibilities they must take on. With budgets tightening, few have support systems to delegate a share of the work. Unsustainable workloads have managers heading toward burnout and likely to leave. Perhaps worse, nurse managers who remain in their role despite feeling overwhelmed can threaten unit performance and critical organizational goals.

This presentation equips nurse leaders with strategies to help alleviate pinch points that create a drag on manager productivity, and manage the overwhelming pace of new strategic initiatives and unplanned work.

Learning Objectives

After attending this session, attendees will be able to:

- Identify and eliminate work done by nurse managers that could be better handled by ancillary departments
- Help managers recharge and focus on the bigger picture by improving work/life balance and creating space for important leadership activities
- Enable nurse managers to focus on high value tasks by deputizing partners for nurse manage

Presentation Format

Didactic (formal presentation with Q&A)

Target Audience

- Executive-level leaders in nursing and other professionals
- May also be appropriate for select senior directors

Target Length

3 hours

CEs

See note on page 5 for information on how to communicate with your faculty member in advance of the onsite presentation

Workshop: Nurse Manager Time Audit

Identify Pinch Points and Identify Top Improvement Opportunities

Many nurse managers are overwhelmed by time-consuming yet low-value tasks, leaving little time for leadership activities.

Presentation Overview

Nurse managers all over the world are feeling overwhelmed. They're juggling competing demands and struggling to prioritize. Even more concerning, nurse managers frequently report getting absorbed by time-consuming tasks such as scheduling, managing patient flow, and budgeting. These tasks keep them from partaking in the leadership activities executives would like them to prioritize.

This workshop is a companion to the presentation Put an End to Nurse Manager Overload. In advance of the session, nurse managers will use a simple tool to track their time. A nurse executive will aggregate responses and evaluate gap to "ideal" time allocation. Equipped with this information, Center faculty will facilitate a discussion about pinch points for manager time, where managers need more support, and improvement opportunities.

Learning Objectives

After attending this session, attendees will be able to:

- Quantify how nurse managers spend their time and identify which "lower value" tasks are consuming excessive manager time

- Identify differences between nurse executive and unit manager perspectives on appropriate manager time allocation and organization

- Improve the alignment of senior leader vision and frontline leader priorities

Presentation Format

Working group session (interactive workshop)

Target Audience

CNOs, director-level leaders, unit-level managers

Target Length

2 hours

CEs

See note on page 5 for information on how to communicate with your faculty member in advance of the onsite presentation

Rebuild the Foundation for a Resilient Workforce

Best Practices to Repair the Cracks in the Care Environment

Leaders must address the workplaces stressors that are chipping away at nurse resilience

Presentation Overview

Nurses are a highly resilient group of individuals. But today's stressful care environment makes it difficult for even the most resilient nurses to remain agile and bounce back quickly from challenging situations. This presentation explores the most pervasive stressors in the care environment that are undermining frontline nurse resilience and causing burnout. Leaders must address these stressors, which we call "cracks in the foundation," or the nursing workforce will continue to struggle with stress and burnout. The four cracks in the foundation of the care environment are:

- Violence and point-of-care safety threats are now commonplace
- Staff have no time to recover after traumatic experiences
- Nurses feel they have to make compromises in care delivery
- New technologies, responsibilities, and care protocols cause nurses to feel "isolated in a crowd"

This presentation equips nurse leaders with strategies to repair the four "cracks in the foundation." It includes best practices on staff safety, emotional well-being, moral distress, and reconnecting to nursing.

Learning Objectives

After attending this session, attendees will be able to:

- Improve response time to point-of-care violence

- Address perceptions of "unsafe" staffing

- Make emotional support for frontline staff an opt-out, rather than opt-in

- Reconnect staff to the nursing experience

Presentation Format

Didactic (formal presentation with Q&A)

Target Audience

- Nursing leadership teams (executives, directors, educators, unit-level managers)
- May also be appropriate for HR leaders, chaplains or spiritual care leaders, and security services leaders

Target Length

4 hours

CEs

See note on page 5 for information on how to communicate with your faculty member in advance of the onsite presentation

Shared Governance: Briefing and Workshop

Assessing, Building, and Sustaining a Shared Governance Model

Nurse leaders can maximize their shared governance model by incorporating key lessons on building an effective infrastructure and maintaining momentum.

Presentation Overview

Health care organizations across the country are moving toward a "bottom-up" approach to decision making through shared governance. Empowering staff to take on improvement projects and make decisions that lie within their areas of expertise can be truly beneficial not only to them, but also to the organization as a whole. Although shared governance councils are common, many organizations fail to see the full return on their investment. And, for organizations that have not yet implemented shared governance, it can be daunting to determine where and how to start.

This presentation provides an overview of the essential elements of shared governance. It includes key lessons to build an effective infrastructure and maintain momentum for shared decision making. This session also includes an optional interactive workshop to identify and develop opportunities to implement and/or strengthen shared governance in their organization.

This presentation is appropriate for organizations at any stage of shared governance—ranging from organizations that do not yet have a shared governance structure to those that have had it for many years.

Learning Objectives

After attending this session, attendees will be able to:

- Describe the essential elements of effective shared governance
- Identify strategies to either start or improve upon an already-existing shared governance structure at their organization

Presentation Format

Didactic (formal presentation with Q&A) with optional interactive workshop

Target Audience

- Nursing leadership teams (executives, directors, educators, unit-level managers)
- Staff council chairs

Target Length

- 1.5 hours for briefing only
- 4 hours total if including interactive workshop

CEs

See note on page 5 for information on how to communicate with your faculty member in advance of the onsite presentation

Transforming Health Care Through Nursing

Implications for Practitioners and Nurse Leaders

For future organizational success, it's critical for nurse leaders to understand the key market forces driving care transformation, what those forces mean for nursing practice, and how nurses can respond.

Presentation Overview

Advisory Board analysis indicates that if health care leaders do nothing to respond to the forces currently threatening future hospital margins, the typical hospital could face as much as a 19 percentage point drop in operating margins over 10 years. Four market forces—decelerating reimbursement growth, continuing cost pressure, shifting payer mix, and deteriorating case mix—threaten the financial sustainability of hospitals unless systematically addressed. Additionally, the Affordable Care Act, changing demographics, and new consumer expectations require a fundamental commitment to care transformation.

This presentation explains the key market forces driving care transformation and the implications for nursing practice—including imperatives for nursing to respond to the market forces.

Learning Objectives

After attending this session, attendees will be able to:

- Understand the key market forces impacting hospitals and health systems in today's complex environment
- Describe the impact of the key market forces on care transformation
- Identify the imperatives for nursing to respond to the key market forces

Presentation Format

Didactic (formal presentation with Q&A)

Target Audience

Nursing leadership teams (executives, directors, educators, unit-level managers)

Target Length

2 hours

CEs

See note on page 5 for information on how to communicate with your faculty member in advance of the onsite presentation

Untapped Opportunities for Saving Millions

11 High-Impact Strategies for Reducing Operating Costs in the Near-Term

To achieve ambitious cost-cutting goals, leaders need to target areas of expenditure with the biggest near-term savings potential—which aren't those you might expect.

Presentation Overview

With health systems facing a severe economic climate, there has never been more pressure on nurse executives to identify meaningful cost-saving opportunities. In searching for these opportunities, nurse leaders often focus disproportionately on nursing labor budgets, since salaries and benefits account for half of hospitals' operating costs. But leaders who need to cut hundreds of thousands (or millions) in operating costs within the year will need a different strategy.

This session lays out 11 high-impact strategies that will help your organization unlock savings—without cutting frontline nurse staffing.

Learning Objectives

After attending this session, attendees will be able to:

- Set cost-reduction goals using "opportunity-driven" savings targets
- Significantly reduce operating expenses
- Assess whether a given cost-reduction strategy is right for their organization

Presentation Format

Didactic (formal presentation with Q&A)

Target Audience

Executive-level leaders in nursing and other professionals

Target Length

2 hours

CEs

See note on page 5 for information on how to communicate with your faculty member in advance of the onsite presentation

Win Millennials' Loyalty

Five Strategies to Retain Early Tenure Millennial Nurses

Millennial nurses are almost a third of today's workforce, and they turn over at higher rates than their older peers.

Presentation Overview

The two tried-and-true strategies for retaining frontline nurses—building strong engagement and clinical residency programs—aren't sufficient to prevent turnover of millennial nurses. Nationally, turnover of millennial nurses in the early years of their career is soaring. And the challenge is only going to intensify as millennials become a greater percentage of the nursing workforce.

This presentation equips nurse leaders with strategies to help them create a practice environment early-career millennial nurses won't want to leave. It includes best practices on creating a safe environment for early-career nurses, encouraging early-career nurses to explore lateral transfers, detecting retention risk, and even winning back staff once they have given notice.

Learning Objectives

After attending this session, attendees will be able to:

- Ensure young nurses have a safe environment for learning
- Create compelling career path options for millennial nurses
- Ensure managers can identify nurses who are flight risks—and intervene early to retain them
- Re-recruit high-impact millennial staff who have left for other jobs

Presentation Format

Working group session and didactic

Target Audience

CNOs, directors, managers, HR directors and educators

Target Length

3 hours

CEs

See note on page 5 for information on how to communicate with your faculty member in advance of the onsite presentation

Workshop: Revamp Preceptor Training and Support

Decide Where to Start Updating your Preceptor Program

Lack of preceptor support can lead to preceptor burnout, early-tenure turnover, and adverse patient outcomes.

Presentation Overview

Preceptors play a critical role in any organization that hires novice nurses. These bedside nurses take on significant responsibility and have a tremendous impact on novice nurse clinical competence, socialization, and engagement. Today, it's harder than ever to be an effective preceptor—there are more novice nurses entering the workforce, and they're entering a highly complex care environment. Yet few organizations have adjusted their preceptor programs in response to these changes.

Participants will take a 10-minute survey in advance of the session. They will then work together with their faculty member to prioritize the most important steps for their organization to take to better support preceptors.

Learning Objectives

After attending this session, attendees will be able to:

- Assess the strengths and weaknesses in their current approach to preceptor training and support

- Understand how to build a preceptor support program based on industry best practice rather than organizational history

- Identify two or three specific action steps their organization can take to improve preceptor support

Presentation Format

Working group session (interactive workshop)

Target Audience

CNOs, directors of professional practice, educators, and unit-level managers who are familiar with the organization's approach to precepting

Preceptors

Target Length

2 hours

CEs

See note on page 5 for information on how to communicate with your faculty member in advance of the onsite presentation

Special Request Offerings

By Special Request

In addition to the standard offerings, the Center has a wealth of research in other areas. For members with highly specific challenges, the additional research topics noted below may be made available on a limited basis. These presentations may require additional preparation on your part and the part of Center faculty. Accordingly, these "special requests" may need additional lead time and scheduling flexibility.

- Building a Professional Practice Environment
- Creating the Space to Innovate
- Elevating Frontline Critical Thinking
- ★ Exploring Staffing Model Innovations
- The Highly-Productive Nursing Organization
- Preventing Avoidable Readmissions

- Maximizing the Impact of APNs
- The Nurse Manager as Chief Retention Officer
- Strategic Metric Selection Workshop
- Strategies for Effective Patient Education
- Strengthening Interdisciplinary Collaboration

The Center also offers **interactive skill-building workshops** for nursing leadership development. These sessions are facilitated by both Center faculty and experts from Advisory Board's Talent Development team. Accordingly, these "special requests" may need additional lead time and scheduling flexibility. You can find descriptions of each workshop on the pages that follow.

- Workshop: "Batch Managing" Change
- Workshop: Coaching to Full Potential
- Workshop: Effective Problem Solving
- ★ Workshop: Inspire Next-Level Patient Experience
- Workshop: Master Three Conversations to Prevent Turnover
- Workshop: Reduce Stress and Burnout

Workshop: "Batch Managing" Change

How to Advance Multiple Change Initiatives at Once

Nurse managers today juggle multiple change initiatives; to keep up, they need to move from "one-off" to "all-at-once" change management.

Presentation Overview

Most nursing leaders are on the hook to implement 5-15 change initiatives at any given time—all while keeping current operations running smoothly. Understandably, many leaders become overwhelmed by the sheer volume of changes for which they are responsible. As a result, change initiatives stall, staff become "change fatigued," and managers burn out.

This course gives leaders tools and tactics to advance multiple initiatives at once, instead of approaching changes as one-off, separate initiatives.

Learning Objectives

After attending this session, attendees will be able to:

- Create a "Batch Management System," i.e. a personal management system that tracks, communicates, and advances multiple initiatives at once
- Learn to activate the right staff members to gather intel and spread awareness of key initiatives
- Increase the chances that changes will be adopted by mastering effective communication

Presentation Format

Working group session (interactive workshop)

Target Audience

Nursing leadership teams (directors, educators, unit-level managers)

Target Length

4 hours

CEs

See note on page 5 for information on how to communicate with your faculty member in advance of the onsite presentation

Workshop: Coaching to Full Potential

Applying Coaching Skills for Improved Department Performance

Direct managers make for some of the most effective and influential coaches.

Presentation Overview

Coaching is often seen as something only a credentialed expert or dedicated program can provide. But existing supervisory relationships are an important source of feedback and perspective for staff. Coaching conversations between managers and reports can and should be used to develop staff members—and thus further departmental goals.

This workshop teaches nursing leaders how to integrate a coaching approach into their regular interactions with staff, including setting clear expectations and collaboratively reflecting on barriers to performance.

Learning Objectives

After attending this session, attendees will be able to:

- Set and communicate clear objectives for staff
- Evaluate staff performance on these objectives
- Conduct collaborative feedback sessions to uncover obstacles to performance and help staff overcome them

Presentation Format

Working group session (interactive workshop)

Target Audience

Nursing leadership teams (directors, educators, unit-level managers)

Target Length

4 hours

CEs

See note on page 5 for information on how to communicate with your faculty member in advance of the onsite presentation

Workshop: Effective Problem Solving

Critical Thinking for Health Care Leaders

Many nursing leaders find themselves fixing the same problems over and over again—but with the right approach, they can solve persistent problems once and for all.

Presentation Overview

Nursing leaders are typically effective problem solvers. Yet the diverse and unpredictable problems that arise in their daily work often cause them to get caught on a treadmill of "fire-fighting." Far too often, the demands of the hour and quick fixes win out over critical and creative thinking. As a result, similar problems tend to crop up time and again.

This course equips nursing leaders to solve problems just once by sharing analytical tools and approaches to think strategically about challenges and improve their problem solving skills.

Learning Objectives

After attending this session, attendees will be able to:

- Correctly and clearly frame problem patterns in their area of responsibility
- Conduct root cause analyses and understand typical drivers of problems
- Generate effective solutions to problems, using specific methodologies deigned to surface ideas

Presentation Format

Working group session (interactive workshop)

Target Audience

Nursing leadership teams (directors, educators, unit-level managers)

Target Length

4 hours

CEs

See note on page 5 for information on how to communicate with your faculty member in advance of the onsite presentation

Workshop: Inspire Next-Level Patient Experiences

Equip Your Team to Deliver a Great Experience for Every Patient

Managers can craft and sustain a dialogue that encourages staff to deliver a best-in-class experience with every patient

Presentation Overview

Delivering high-quality, compassionate care continues to be a top priority for health care organizations across the country. Despite gains from training, staff coaching, and standardized scripts and protocols, leaders struggle to ensure that every patient feels they've been provided a *great* experience. At the same time, staffing and resource constraints make leaders hesitant to ask more from their teams.

This workshop teaches leaders how make a shift: rather than just managing performance deficits and introducing tactics, they must inspire greatness. Leaders must proactively address their own emotional barriers to raising the bar for their teams—including concerns about workload—before making new demands to improve patient experience. Once comfortable raising the bar, leaders are well-positioned to define a scalable patient experience approach for their teams that will make the biggest difference for patients.

Learning Objectives

After attending this session, attendees will be able to:

- Recognize surmountable barriers to great experience
- Find confidence to demand greatness
- Make great patient experiences achievable for their teams
- Sustain a high performance bar over time

Presentation Format

Working group session (interactive workshop)

Target Audience

Nurse managers and directors, other clinical leaders

Target Length

4 hours

CEs

See note on page 5 for information on how to communicate with your faculty member in advance of the onsite presentation

Workshop: Master Three Conversations to Stop Turnover

How to Retain Staff Who Are at Risk of Leaving the Organization

Managers play a critical role in retaining staff and reducing organizational turnover rates.

Presentation Overview

Every staff member that departs represents a significant financial cost to the organization and has a negative impact on the morale, productivity, and experience of patients, colleagues, and nurse managers alike. The improving economy, increasing availability of non-hospital nursing jobs, increasing number of retirements, and a nursing shortage in some markets mean that controlling turnover is more vital than ever—but also more challenging.

This workshop teaches nursing leaders how to detect and prevent turnover by facilitating three types of one-on-one conversations with staff: stay interviews, "red flag check-ins," and in-the-moment discussions when staff announce their departure.

Learning Objectives

After attending this session, attendees will be able to:

*   Reverse the departure of staff members with "one foot out the door"
*   Match the right conversations to the right staff members to keep managers' time investment manageable
*   Navigate challenging conversations with improved emotional intelligence skills
*   Focus limited time and energy on the most valuable staff members who are most likely to leave

Presentation Format

Working group session (interactive workshop)

Target Audience

Nursing leadership teams (directors, educators, unit-level managers)

Target Length

4 hours

CEs

See note on page 5 for information on how to communicate with your faculty member in advance of the onsite presentation

Workshop: Reduce Stress and Burnout

Sustainability in the Workplace

Nursing leaders may not be able to control their work environment, but they can control how they respond.

Presentation Overview

The majority of nurse managers feel burned out at some point in their careers. They are treating increasingly complex patients in a time of rapid change in the health care industry. Payment reform, staffing shortages, and evolving technologies all impact nurses and nurse managers. Amidst these challenges, nursing leaders struggle to stay energized, prioritize their time, and see the impact of their work.

This workshop equips nursing leaders to take more ownership and control of their stress in the workplace. Participants will learn proven tactics to work more sustainably, reduce stress in the short-term, and prevent or reverse burnout over time.

Learning Objectives

After attending this session, attendees will be able to:

• Understand the importance of stress management as a leadership skill

• Prioritize workload to focus time and energy on the most impactful tasks

• Successfully advocate for one's needs in the workplace

• Build a strong support network of colleagues to turn to when stressed

Presentation Format

Working group session (interactive workshop)

Target Audience

Nursing leadership teams (directors, educators, unit-level managers)

Target Length

4 hours

CEs

See note on page 5 for information on how to communicate with your faculty member in advance of the onsite presentation