

American Association of  
Colleges of Nursing  
June 16-17, 2004

# Clinical Nurse Leader Pilot: Critical Success Factors



Karen Drenkard, RN, MSN, CNAA  
Chief Nurse Executive, Inova Health System  
RWJ Executive Nurse Fellow



**“Don’t tell them we failed. Tell them we decided to temporarily postpone our success.”**

# Critical Success Factors:

- 1. Role of executive leadership**
- 2. Care delivery transformation requirements**
- 3. Constant learning (and evaluating) environment**



**“Before I begin, I’d just like to make it known that I didn’t volunteer to do this presentation.”**

# Role of executive leadership

- **VISIBILITY, Visibility, visibility**
- **Be relentless in holding people true to the vision**
- **Understood difference between “changes for improvement” and disguised resistance**
- **Be strong when resistance is not disguised**

Copyright 2003 by Randy Glasbergen.  
www.glasbergen.com



**“If you’re calling to criticize something I said, press 1.  
If you’re calling to criticize something I did, press 2.  
If you’re calling for any other reason, you  
probably dialed the wrong number.”**

# Role of executive leadership

- **Pro-active planning**
- **Systems thinking**
- **Momentum and timeline management**
- **Communication, education & implementation plans**
- **Project management as a core competence**
- **Understand change management**
- **Stretch the thinking**

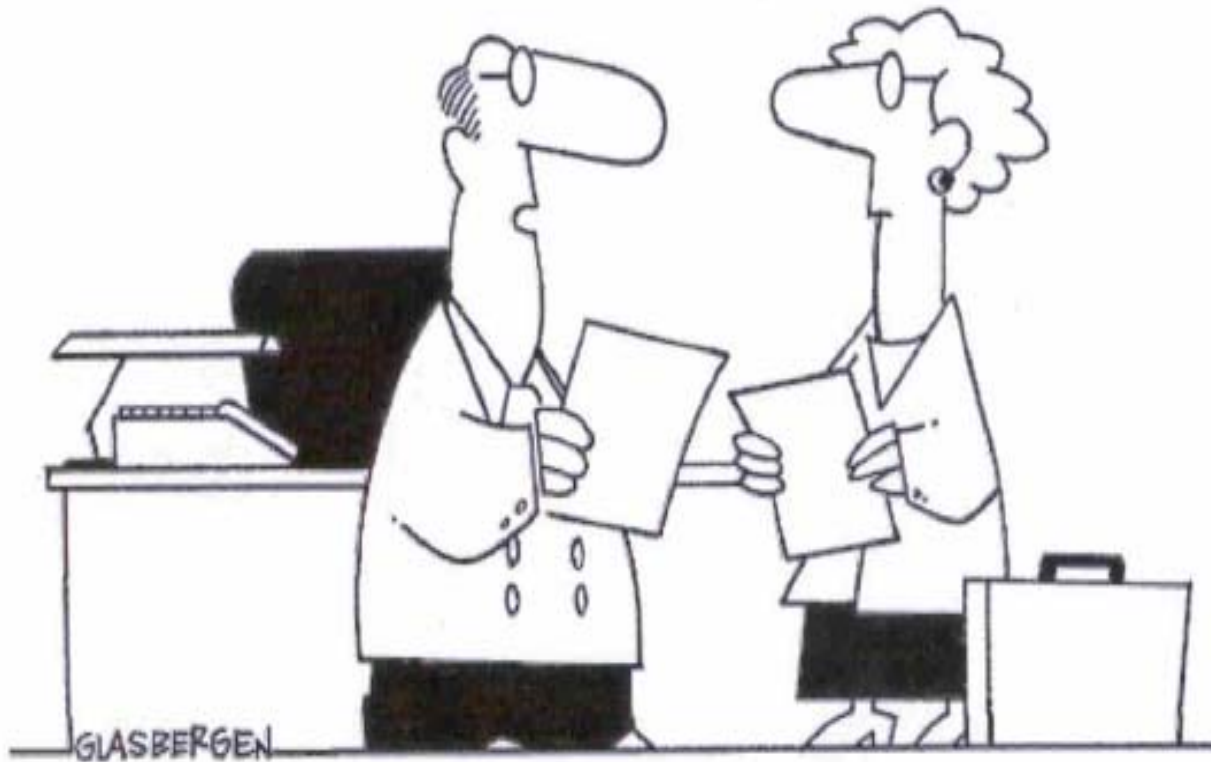


**“My team is having trouble thinking outside the box. We can’t agree on the size of the box, what materials the box should be constructed from, a reasonable budget for the box, or our first choice of box vendors.”**

# Role of executive leadership

- Support required when “go-live”
- Consider “SWAT” teams
- Not what you expect - What you inspect
- Evaluate effectiveness, address issues constantly, develop an “*issues list*”
- Your ultimate job:
  - champion + cheerleader - Celebrate successes *all along* the way
  - holder of the vision
    - container of anxiety
    - obstacle remover

© 1999 Randy Glasbergen.  
www.glasbergen.com



**“Let’s form a committee to create a task force  
to develop a team to determine the fastest  
way to deal with the problem.”**

# Care delivery transformation

- **Staff should be designing the process and nuances of role**
- **Interdependencies matter - pay attention to the connections**
- **Evaluate workflow and activity analysis**
- **Use “white paper” mentality**
- **Set outcome measures early**
- **Develop financial parameters**



**“I can’t turn down the thermostat. We don’t  
have a committee or budget for that.”**

# Learning Environment

## Team Coordinators Share Perspectives:



**Reflections on the Role**





**“Yes, I’ve learned from my mistakes. I’ve learned if you call them ‘missed opportunities’ you get in less trouble.”**