

GNLA APPLICATION PACKET

2016-2017 Cohort

Gerontological Nursing Leadership Academy **APPLICATION PACKET**

Academy Purpose and Overview

The Gerontological Nursing Leadership Academy (GNLA) is an 18-month mentored leadership development experience offered by the Honor Society of Nursing, Sigma Theta Tau International (STTI). The purpose of the academy is to prepare and position nurses in various healthcare settings to lead interprofessional teams in the improvement of healthcare quality for older adults and their families. Designed for experienced gerontological nurses, the Fellows of the GNLA are chosen through a competitive selection process.

The academy curriculum uses a behavioral approach for developing leadership knowledge and competence through a framework of three domains:

- Individual leadership development
- Advancing nursing practice through leadership of an interprofessional team project
- Expanding scope of influence: organization, community, profession

Using a variety of educational strategies for developing leadership behaviors, the GNLA employs the Kouzes and Posner “The Leadership Challenge®” model as a fundamental platform for the academy. This model proposes that leadership is a measurable, learnable, and teachable set of behaviors. Fellows in the GNLA operationalize these learned behaviors by leading an interprofessional team project that is designed to improve health outcomes for older adults. Evidence of the Fellow’s behavioral leadership development is demonstrated through the expanded scope of influence over the course of the academy experience.

The GNLA is focused on developing nurse leaders who will advance interprofessional practice and, thus, encourages Fellow applicants to consider Leadership Mentors from disciplines outside of nursing as well as from the nursing profession. It is recommended that Leadership Mentors be employed in organizations other than that in which the Fellow applicant is employed. The chosen Leadership Mentor should not have a direct reporting relationship with the Fellow applicant.

Components of the GNLA Experience

Fellows selected for the GNLA will:

- Attend and actively participate in two intensive three day leadership development workshops with his/her chosen Leadership Mentor
 - Workshop I May 23 – 26, 2016
 - Workshop II February 20-23, 2017
- Attendance is mandatory for both the Fellow and the Leadership Mentor at both workshops
- Build relationships and communicate regularly with his/her Leadership Mentor and Faculty Advisor in both dyad and triad forums via conference calls, Skype, or other live format
- Use the triad relationships as the foundation to meet the expectations of the GNLA

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- Conduct an in-depth leadership self-assessment process and based upon assessment findings design an Individual Leadership Development Plan
- Document the leadership development experience via personal journaling
- Plan, design and facilitate two in-person Site Visits
- Lead the design, implementation, outcome evaluation, and dissemination of findings of the interprofessional team project
- Actively participate in the Fellow monthly learning activities via conference call, small group activities, etc.
- Use the Scope of Influence Portfolio to record accomplishments, promotions, and appointments
- Design a professional dissemination plan for publishing and presentations
- Present a professional poster at the STTI Biennial Convention October 28-29, 2017
- Attend the GNLA special session and celebration activities at the STTI Biennial Convention October 28-29, 2017

Anticipated Cost

The GNLA is presented in partnership with Hill-Rom. This partnership will provide the 2016-2017 Fellows and Leadership Mentors with the following accommodations during the duration of the academy:

- Lodging for Workshops I & II and STTI Biennial Convention
- Breakfast and lunch at Workshops I & II
- 2-day registration for STTI's Biennial Convention October 28-29, 2017
- All required workshop learning materials

The following expenses will be the responsibility of the Fellow and Leadership Mentor:

- Fellow participation fee- **\$1000**
- Travel to Workshops I & II and STTI's Biennial Convention
- Dinner during Workshops I & II
- If necessary leadership mentor travel expenses to fellow's organization for 2 site visits
- All meals at STTI's Biennial Convention (except for celebration dinner)
- Additional activities associated with the Fellow's individualized leadership development plan and interprofessional team leadership project

Recommended sources for additional financial assistance include:

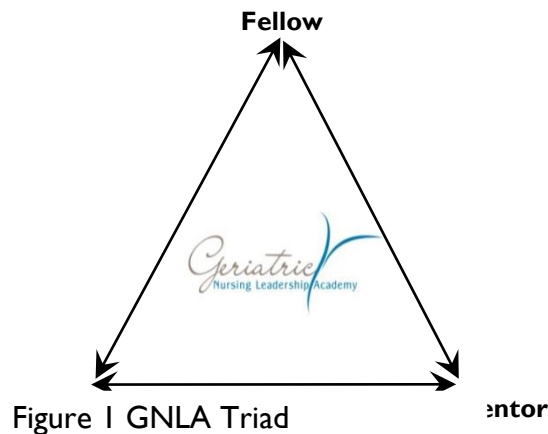
- Employers
- Civic organizations
- Hospital auxiliaries and foundations

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- Government agencies
- Philanthropic organizations
- Community and professional foundations
- Professional organizations and STTI chapters
- Department of Labor Workforce Services

Roles

The Fellow, Leadership Mentor and Faculty Advisor form the GNLA triad (Figure 1). The triad is the basic functional unit of the academy that works collaboratively to achieve the Fellow's leadership development goals.



Fellow

The role of the Fellow is to be an actively engaged individual committed to self-assessment, reflection, and development with the support of a Leadership Mentor and Faculty Advisor. The Fellow is expected to create an individualized plan for her/his leadership development that occurs within the three defined domains of the academy.

Leading an interprofessional team project, the Fellow develops and refines leadership behaviors and skills through design, implementation, and outcome evaluation of the project.

Leadership Mentor

The role of the Leadership Mentor in the GNLA is focused upon the leadership development of the Fellow. Fellow activities which will require Leadership Mentor facilitation include: the Fellow's leadership self-assessment process, gap analysis, Individual Leadership Development Plan, organizational change processes, interprofessional team project leadership, reflection and ongoing feedback related to leadership behavioral change, and appreciation of personal and professional challenges throughout the GNLA experience.

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Faculty Advisor

The Faculty Advisor serves as resource and advisor to assist the Fellow and Leadership Mentor in the interpretation of GNLA activities, preparation and implementation of the Site Visits, framing the experience within the GNLA three domains, and assisting with organizational issues and concerns.

Organization

It's important that the Fellow and Leadership Mentor have support from their employing organization including release time for participation in the two three-day workshops, two organizational site visits, STTI's Biennial Convention and time to work on the leadership project and attainment of the identified GNLA leadership goals.

Selection Criteria

Eligibility Criteria for Fellows

The GNLA seeks applications from experienced and knowledgeable gerontological nurses who are poised to be effective healthcare change leaders. This includes, but is not limited to experienced RN clinicians, advanced practice nurses, managers, administrators, clinical and health service researchers, and other practitioners actively engaged in the health care of older adults. In order to be eligible for the GNLA, applicants must:

- Hold a Baccalaureate degree in nursing and a Master's degree in either nursing or related field; or may hold a Master's degree in nursing
- Have at least three years of clinical practice experience in caring for older adults
- Provide evidence of direct responsibility and accountability for a group of employees, team projects, and/or clinical practice, and/or previous management experience
- Certification in geriatric/gerontological nursing, a formal degree related to geriatrics/gerontology, or have significant continuing education and experience in the field is preferred
- The chosen Leadership Mentor does not have a direct reporting relationship with the Fellow applicant
- Both Fellow and Leadership Mentor must attend both workshops

Applicants need not be a member of STTI to apply.

A completed GNLA application includes:

- Fellow application
- Leadership Mentor application
- Fellow Curriculum Vitae or detailed resume

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- Leadership Mentor Curriculum Vitae or detailed resume
- Organization application for the Fellow
- Organization application for the Leadership Mentor

Fellow's will be reviewed and ranked on the following criteria:

- Applicant's leadership potential and articulated commitment to the advancement of nursing leadership in the care of older adults, including:
 - Formal and continuing educational leadership preparation
 - Leadership experience
 - Assessment of leadership skills
 - Leadership goals
- Evidence of applicant's background in gerontological nursing, including:
 - Formal and continuing educational preparation in the care of older adults
 - Experience in the care of older adults
- Quality and potential impact of the proposed project in terms of:
 - Improving health and health care of older adults
 - Fostering the applicant's leadership development
- Application from employing organization stating:
 - Support for applicant's participation in GNLA including release time for participation in two three-day leadership workshops, two organizational Site Visits, STTI's Biennial Convention, and to work on the interprofessional leadership project and attainment of the identified GNLA leadership goals.
 - Support for travel, equipment, space, etc.
 - Commitment of organization senior leadership to participate in the two Site Visits.
 - Commitment to providing opportunities that enhance the applicant's leadership development within the organization.

Leadership Mentor's will be reviewed and ranked on the following criteria:

- Leadership Mentor's demonstrated leadership and mentoring skills as well as an articulated commitment to the advancement of nursing leadership in the care of older adults, including:
 - Substantial preparation and experience as a leader
 - Previous experience as a leadership mentor
 - Willingness to foster access to networks of other leaders at key organizations
 - Articulated commitment to foster the Fellow's leadership development
 - Articulated commitment to the leadership goals of the Fellow
 - Ability to provide guidance to the Fellow in completing the interprofessional leadership team project
- Application from employing organization stating:
 - Support for the Leadership Mentor's participation in GNLA, including participation in two three-day leadership workshops, two organizational Site Visits, STTI's Biennial Convention, and scheduled conference calls and meetings

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associated with the Fellow's leadership development, as well as travel where applicable.

How will applications be evaluated?

The review panel will evaluate and score submitted applications based on the following weights:

- Fellow applicant
 - Leadership potential and gerontological nursing background – 35%
 - Interprofessional leadership project – 15%
 - Application from employing organization – 10%
- Leadership Mentor applicant
 - Demonstrated leadership, previous effective mentorship, and commitment to GNLA program and Fellow applicant – 35%
 - Application from employing organization – 5%

Frequently Asked Questions (FAQs)

1. How are the applications reviewed?

Applications are reviewed by a national panel of leaders in gerontological nursing who will independently score each application based on the following criteria:

- Fellow's leadership potential
- Fellow's commitment to the advancement of nursing practice in the care of older adults
- Leadership Mentor's ability to foster the Fellow's leadership development
- Quality of the proposed interprofessional leadership team project
- Employing organization's support

2. How should I select a Leadership Mentor?

Applicants should select a Leadership Mentor who is an experienced leader and demonstrates the following characteristics:

- Has extensive leadership experience
- Possesses leadership mentorship knowledge and expertise to guide and support the Fellow's leadership journey
- Demonstrates success as a leadership mentor as evidenced by the accomplishments of prior mentoring relationships
- Is able to create new networking opportunities and assist with navigating organization structure and culture
- Is able to listen and provide feedback to assist throughout the Fellow's leadership journey

3. What if my Leadership Mentor cannot attend both workshops?

Your selected Leadership Mentor must be able to attend both workshops. If they are not available to attend both workshops, you must select a different Leadership Mentor.

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4. Should I interview Leadership Mentor candidates?

Yes. It may be helpful to interview several possible candidates to determine whether there is a good fit between the Leadership Mentor's style and the Fellow's needs. Discussing the time commitment required for this relationship and the expectations of the GNLA would be beneficial.

5. What should I look for in a Leadership Mentor?

The Leadership Mentor should be someone who is focused upon your leadership development, not only on the project. Your Leadership Mentor should be someone who is able to provide you with guidance and feedback in a manner that promotes your development as a leader.

6. Does my Leadership Mentor have to be a nurse?

No. The GNLA encourages the Fellows to develop interprofessional relationships. A Leadership Mentor from another discipline can provide valuable opportunities for the Fellow to develop linkages with other professionals involved in the health and health care of older adults.

7. Does my Leadership Mentor need to be an expert in gerontology or geriatrics?

No. Leadership Mentors who are experienced leaders in health care and related fields or in academia including administrators, quality experts, risk managers and policy experts, to name a few examples, can provide valuable mentorship experiences for Fellows.

8. What should I tell my Leadership Mentor about the expectations for their involvement in the program?

Leadership Mentors must attend both GNLA workshops. They will need to be in regular contact with you throughout the GNLA experience through in-person meetings or conference calls (weekly for the first six months and then twice monthly for the remaining 12 months). In addition, they will be expected to attend two Site Visits with a GNLA Faculty Advisor scheduled during the program, and to complete mid-point and final evaluations.

9. Should I work with my Leadership Mentor on my GNLA application and project summary?

The GNLA encourages Fellows to work collaboratively with their Leadership Mentors on both the application and the interprofessional team project summary.

10. Should I work with my direct supervisor in the development of my GNLA application and project summary?

Yes. By involving your direct supervisor in the development of your GNLA application and project summary, they will gain an awareness of the time and support that you will require for successful participation in the Academy. This understanding and support should be reflected in your application from your organization.

11. What if I haven't been a formal leader in my organization? Should I still apply?

Yes. The most effective leaders in an organization are not always the "formal" leaders. Informal leaders who influence others because of their expertise and people skills are very important.

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Many more formal and informal nurse leaders are needed in local, national and international settings to advance older persons' health care interests and benefits.

12. How detailed should my interprofessional project plan be?

You need to include enough detail so that the review panel can evaluate the potential of the project to advance your leadership journey and have a positive impact on the health or health care of older adults. We expect that your project may evolve over time as you work with your Leadership Mentor and Faculty Advisor.

13. What kind of financial support does the GNLA provide?

Hill-Rom provides generous support to assist the Fellow and Leadership Mentor with expenses associated with participation in the academy. The following costs for the Fellow and Leadership Mentor are covered by this support:

- Workshop materials
- Lodging for Workshop I, Workshop II and STTI Biennial Convention
- Breakfast and lunch at Workshops I and II
- Faculty Advisor expenses associated with the Site Visits

14. Who is responsible for covering the expenses for my Leadership Mentor?

Several of your Leadership Mentor's expenses will be covered by the GNLA (see question 13). Transportation to the Workshops and STTI Biennial Convention will be at your Leadership Mentor's expense.

15. Does my employer have to cover any of the GNLA expenses?

Yes. They will need to provide you with the time off to attend the workshops and STTI Biennial Convention plus assist you in covering your transportation costs and some meals.

16. What represents a strong Letter of Support from my employing organization?

A strong Letter of Support will describe how your employing organization will support you throughout the 18-month Academy and sustain the Gerontological Nursing Leadership Academy interprofessional project outcomes by indicating:

- Support for your participation in the GNLA
- Support for the attainment of the identified GNLA leadership project goals (time, resources, etc.)
- Financial commitment for your participation

17. What is the return on investment on financial commitment that the Leadership Mentor's employer makes for participation in the GNLA?

Expanded leadership capacity of the nursing workforce as a critical element in improving health care for a rapidly aging population.

18. Who should submit the application?

The Fellow will complete and submit the application. The Fellow is encouraged to work with the Leadership Mentor and supervisor on the application submission.

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19. May I e-mail or fax the application?

No. All applications must be submitted via the online application system.

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The following pages outline the materials needed to complete the online application (online application opens October 1, 2015). Please do not upload this entire application packet. Only upload the following items:

1. Fellow Application
2. Leadership Mentor Application
3. Fellow Curriculum Vitae or detailed resume
4. Leadership Mentor Curriculum Vitae or detailed resume
5. Organization Application for Fellow
6. Organization Application for Leadership Mentor

The online application will request that you enter the following information:

1. Membership Number (if you are a member)
2. How did you learn about 2016-2017 Gerontological Nursing Leadership Academy (GNLA)
3. Type of practice setting
4. Years you have worked in nursing caring for older adults
5. # of individuals you impact on an annual basis in your current professional position:
 - Registered Nurses
 - Ancillary Healthcare Personnel (CNAs, etc.)
 - Clients/Patients/Families
 - LPNs/LVNs
 - Nursing Students
 - Other Healthcare Professional Students (dietitians, physical therapists, pharmacists, etc.)
 - Other Healthcare Professionals (dietitians, physical therapists, pharmacists, etc.)

The online application system will open on October 1, 2015.

Applications are due, January 3, 2015 @ 11:59 PM (PST).

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Application ID #:
(given by online system app system)

GNLA FELLOW APPLICATION QUESTIONS (35%)

Each answer is limited to 200 words.

1. Describe in detail your professional experience related to the nursing care of older adults. _____
2. List your formal and continuing education preparation related to the care of older adults. _____
3. List your formal and continuing education preparation regarding leadership. _____
4. Describe in detail your professional and community leadership experiences. Please provide detailed examples. _____
5. Describe in detail your current assessment of your leadership abilities including both your strengths and areas for development. _____
6. Describe in detail your commitment to advancing nursing practice in the care of older adults. _____

LEADERSHIP PROJECT (15%)

This answer is limited to 500 words.

- I. Provide a summary of your proposed interprofessional leadership project including its potential to enhance and impact the quality of care for older adults. Include the following elements in your description:
 - Health care issue to be addressed
 - Practice setting
 - Project objectives
 - Project methods
 - Outcomes to be evaluated
 - How the project will improve the health and healthcare of older adults
 - How the project will foster the applicant's leadership development_____

Application ID #:
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GNLA LEADERSHIP MENTOR APPLICATION QUESTIONS (35%)

Each answer is limited to 200 words.

1. Describe in detail your previous leadership mentoring experiences. _____
2. Provide a detailed example from a previous leadership mentoring experience that reflects your approach to leadership mentorship. _____
3. Provide a detailed plan for working with the Fellow to enhance the Fellow's leadership development. _____
4. Provide detailed strategies which demonstrate your willingness to foster access and are specifically designed to help the Fellow develop linkages with relevant colleagues and organizations that will further the Fellow's leadership development. _____

Application ID #:
(given by online system app system)

GNLA ORGANIZATION APPLICATION QUESTIONS FOR FELLOW (10%)

Each answer is limited to 200 words.

1. Provide your contact information. _____
2. Describe your support for the Fellow's participation in the Gerontological Nursing Leadership Academy. _____
3. Describe your support (time, resources, etc.) for the attainment of the GNLA Fellow's identified interprofessional project. _____
4. Describe the organization's financial commitment to the GNLA Fellow. _____

Application ID #:
(given by online system app system)

GNLA ORGANIZATION APPLICATION QUESTIONS FOR LEADERSHIP MENTOR (5%)

Each answer is limited to 200 words.

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1. Provide your contact information. _____

2. Describe your support for the Leadership Mentor's participation in the Gerontological Nursing Leadership Academy. _____

3. Describe your support (time, resources, etc.) for the Leadership Mentor's attainment of identified interprofessional project goals. _____

4. Describe the organization's financial commitment to the GNLA Leadership Mentor.
