



May 13, 2013

Nurse Leadership Institute Selection Committee:

It is with great pleasure I write in support of John Ehrhart's application for a Nurse Leadership Institute fellowship. John is an experienced leader who came to the University of Virginia Health System a little over a year ago. In his short time with us, John has provided stability to a unit that was experiencing turnover rates that exceeded 15%.

John has established a leadership style that clearly sets expectations and goals, and always puts his staff and patients first. He has implemented hourly rounding and bedside report on his unit, and is beginning to see the positive impact on patient satisfaction scores, but also is reaping the benefits of staff that see the value in these initiatives. He is leading the way as a top performer of our unit full time equivalent utilization. This has been accomplished by shifting a typical Registered Nurse and Patient Care Assistant schedule to accommodate volume at peak admission and discharge times. John has a positive attitude and meets daily challenges with enthusiasm and energy to solve.

I would like to see John develop and learn tools to assist with continuity of changes as we continue to evolve with health care reform. Organizations will need leaders such as John to carry them through uncertain times. John's success will be measured by his employee and patient satisfaction, and quality measures such as exceeding the NDNQI benchmarks. I expect John to have a long tenure at the University of Virginia Health System, and feel this opportunity to enhance his leadership abilities will be an asset to him and our organization.

Sincerely,

A handwritten signature in cursive script, appearing to read "Lorna M. Facteau".

Lorna M. Facteau, RN, DNSc



NOMINATION AND RECOMMENDATION FORM

A Nomination and Recommendation Form must be submitted to complete a prospective Fellow's application.

The Nomination and Recommendation Form and narrative statement or letter may be completed by the Chief Nurse Executive (CNE) or a senior staff member to whom the applicant reports.

The Chief Nurse Executive or the equivalent must approve the nomination and acknowledge the organization's commitment to the Fellow and the NLI by signing the Form.

The completed Nomination and Recommendation Form should be saved as a Word document or *.pdf and emailed to Denise Daly Konrad, Director, no later than 11:59 pm, Tuesday, June 5, 2012: DKonrad@VirginiaNLI.org.

NOMINEE NAME: John Ehrhart

Your candid assessment of the candidate's leadership potential will help the Selection Committee ensure a diverse and balanced class. Fellows who have benefitted the most from NLI demonstrate the characteristics and behaviors outlined in the table below. Please rate the candidate on these characteristics and behaviors by placing an "X" in the appropriate box.

Characteristic	Always (4)	Sometimes (3)	Rarely (2)	Never (1)
Displays an interest in life-long learning	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Seeks out new professional challenges	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Displays motivation to develop new leadership skills	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adapts to new circumstances with flexibility and creativity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Takes initiative in problem-solving	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Collaborates with other professionals and works well in teams	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Learns from mistakes	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TOTAL	20	6		



EMPLOYER FAQs

By checking this box, I am providing my electronic signature approving all of the information entered above (Please enter name and date on signature and date lines above).

The mission of the Nurse Leadership Institute (NLI) is to inspire, teach and empower emerging nurse leaders seeking to grow as leaders and become catalysts for change. Each year, the NLI provides approximately 30 nurse leaders, Fellows, from across Virginia with the opportunity to participate in an innovative program to strengthen their leadership skills.

NLI Fellows and Alumni number nearly 150 Virginia nurses. Being a part of such a peer network, Fellows and employers indicate, helps participants recognize that they are encountering similar issues in their respective work places and provides them the opportunity to learn from NLI faculty and from each other to creatively and effectively address those challenges.

WHO SHOULD ATTEND

The NLI is designed for emerging nurse leaders working in all sectors of healthcare, including community hospitals, academic health centers, public health, schools of nursing, long-term care and home health. While many Fellows work in hospitals, feedback from Fellows practicing in other environments suggests the NLI curriculum transcends practice setting. The NLI is the only program of its kind in Virginia, complementing in-house management training offered by healthcare employers.

Prospective NLI Fellows must:

- Be a Registered Nurse (RN)
- Demonstrate a commitment to developing as a leader
- Show a desire to exert an impact on nurse retention and quality of patient care
- Be identified and nominated by their employer as a nurse leader

While titles may vary by employer, applicants should have responsibility for:

- Supervising and leading a nursing unit
- Hiring and evaluating nursing and other personnel
- Budgeting and financial management
- Monitoring patient care outcomes and satisfaction.

To fully benefit from the Fellow experience and complete all NLI activities, responsibility in each of these four areas is critical.

NLI staff appreciates that participating in or sponsoring a Fellow's participation in the Institute is a significant commitment for the individual and institution. Experience with past NLI Classes suggests that Fellows are more successful if they are able to limit participation in additional activities during the NLI experience (e.g., if enrolled in an academic program, not taking a lot of credits; special projects at work). In addition to six (6) face-to-face Retreats in Richmond, Fellows will develop and implement a Change Project, work with a Preceptor and complete several other assignments. Fellows can earn *in excess of 90* continuing education contact hours or 3-academic credits for NLI participation.

Selection Criteria

Experience suggests that a diverse and balanced Class provides rich discussion and learning opportunities. Successful Nurse Leadership Institute candidates are nurses with a sincere interest in and a commitment to developing as a leader with a desire to exert an impact on nurse retention and quality of patient care.

Nurses who serve as, or have been identified as having the potential to be, a nurse manager or a member of the management team may be nominated. *Priority will be given to nurses with less than 5 years of management experience.*

Prospective Fellows should apply on-line at: www.VirginiaNLI.org.
Complete applications must be received by 11:59 pm on Tuesday, June 5, 2012.

PROGRAM

The NLI curriculum emphasizes communication skills, leading through change, managing resources and evidence-based practice, and complements employers' leadership development programs. The learning objectives are drawn from the Healthcare Leadership Alliance (HLA) Competency Directory, a tool designed by six health professional membership organizations, including the American Organization of Nurse Executives' (AONE).

Note: The NLI design, curriculum and policies are adjusted each year based on feedback from Fellows and their employers, so the Institute experience varies from year-to-year.

Institute Calendar and Design

The NLI experience is composed of six (6) Retreats in Richmond, a structured Preceptorship, a Change Project and access to an extranet that supports distance-learning activities.

Full participation in all NLI Retreats is required and Fellows must stay overnight at the Retreat site for all 2-day Retreats. If the prospective applicant is unable to commit to the dates below, s/he is encouraged to apply at another time:

September 20 and 21, 2012

November 1 and 2, 2012 (Preceptors attend on November 1 from Noon – 5 pm)

December 6 and 7, 2012

February 21 and 22, 2013

April 18, 2013

May 16, 2013

All Retreats will be held at the Roslyn Retreat and Conference Center in Richmond, Virginia.

Continuing education contact hours/academic credit

The NLI Retreats have been submitted to the Virginia Nurses Association (VNA) for approval to award continuing education contact hours. The VNA is accredited as an approver of continuing nursing education by the American Nurses Credentialing Center's Commission on Accreditation.

Or, Fellows may choose instead to earn three (3) academic credits for successful participation in the NLI through a partnership with the VCU School of Nursing.

Tuition and Scholarships

Tuition

Exhibit TL6.j

Tuition of \$2,375 is due August 22, 2012 (\$300 paid by Fellow and \$2,075 paid by employer).

- Tuition covers Institute expenses including one overnight at the Retreat Center for each 2-day Retreat, meals, materials as well as tuition and fees for continuing education/academic credit.

Tuition will increase to \$2,800 for the Class of 2014.

The Richmond Memorial Health Foundation (RMHF) subsidizes the Institute. It costs approximately \$7,600/Fellow to operate the program. RMHF's investment allows the NLI to be offered as a value to employers and Fellows. One way to quantify the value obtained from sponsoring Fellows compared to other opportunities is to look at the estimated cost/CE contact hour for the tuition paid: \$30/continuing education contact hour.

Scholarships

Limited scholarship funds are available for qualifying applicants. Scholarship requests are reviewed by the sponsoring organization and are not a factor in the consideration of an applicant's merit. Awards are based on a statement of need, the number of requests received and the amount of funds available.

- **Virginia Nurses Foundation** – Nurses working in community health, public health or long-term care settings. *Please contact Sallie Eissler, RN, MSN, CPNP, President, Virginia Nurses Foundation, for more information: 301.580.4892 or seissler@cox.net.*
- **Virginia Health Care Association** – Long-term care Directors of Nursing or RN Managers employed by a VHCA-member organization. *Prospective Fellows who wish to apply for the VHCA scholarship must submit their NLI and Regirer Scholarship application no later than 11:59 pm, Tuesday, June 5, 2012. VHCA: 804.212.1700*
 - A complete Regirer Scholarship Application includes:
 - Complete NLI application packet
 - And a Regirer Scholarship application (Contact VHCA for an application.)
- **Virginia Health Care Foundation** – Nurse practitioners working in health safety net provider settings. *Please contact Rachel Rees, Program Officer, for more information: 804.828.5804 or rachel@vhcf.org.*

EXPECTATIONS AND POLICIES

Institutional Commitment

Provide compensation and release time for Fellow to participate in six (6) Retreats in Richmond, VA and guide the Fellow in finding appropriate coverage to assure that s/he can attend Retreats.

- Support the Fellow in the development of his/her Change Project, including assistance in selecting a Project that relates to and advances the agency's strategic plan and/or mission.
- Identify a Preceptor for the Fellow who will foster the individual's personal leadership growth and provide guidance with the Fellow's Change Project. Preceptors must attend an orientation and working session, Thursday, November 1 from Noon – 5 pm.
- Pay tuition by August 22, 2012 (\$2,075).

Fellow Responsibilities

- Commit to a nine-month program of structured learning, self-study and a Change Project while continuing current employment.
- Assure that one's supervisor and employer support participation.
- Attend and participate in all NLI Retreats and on-line assignments and activities.
- Have easy, individualized access to a computer with e-mail and web browsing capability.
- Monitor NLI extranet site weekly for updates and monitor e-mail for updates from NLI staff and faculty.
- Complete assignments in a timely manner.
- Communicate regularly with Preceptor and Nurse Leadership Advisor.
- Pay tuition by August 22, 2012 (\$300).

Attendance

Sponsoring a Fellow's participation in the NLI is a significant commitment for an employer. Experience with past NLI Classes suggests that Fellows are more successful if they are able to limit participation in additional activities during the NLI (e.g., if enrolled in an academic program, not taking a lot of credits; special projects at work). In addition to six (6) face-to-face Retreats in Richmond, Fellows will develop and implement a Change Project, work with a Preceptor and complete several other assignments. Fellows may earn in excess of 90 continuing education contact hours or 3-academic credits for NLI participation.

Fellows who miss 6 or more hours of NLI Retreats (approximately 10% of Retreat time) are eligible to earn continuing education contact hours but will not be able to earn academic credit for participating the NLI. Prospective Fellows are encouraged to discuss any anticipated upcoming professional events, such as JCAHO visits, with their supervisor and/or Chief Nurse Executive to assure that attendance at all NLI Retreats is possible.

Cancellation

Accepted Fellows who withdraw from the NLI before the first Retreat forfeit 50% of the tuition. Fellows who withdraw from the NLI after the first Retreat forfeit 100% of their tuition and fees. Fellows are responsible for fees associated with cancellation of overnight rooms during the Institute year per the Roslyn Retreat and Conference Center cancellation policy.

Wait List

The NLI receives a large number of applications each year and may not be able to accommodate all qualified individuals. After all candidates have been considered, positions will be offered to approximately 30 candidates. Remaining candidates, who meet the NLI requirements, will be placed on a Wait List. As space becomes available, Fellows on the Wait List will be contacted via phone prior to the September Retreat. Accepted Fellows are required to submit appropriate paperwork and payment by the specified deadline.

Thank you for considering the Nurse Leadership Institute
to provide a unique professional development opportunity for your staff.