

University of Maryland Upper Chesapeake Health Leadership Academy

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BACKGROUND

- Between 2021 and 2025, a report projected 80,000 retirements from the nursing workforce, eventually causing a significant vacancy in nursing leadership (Bognar, et. al., 2021).
- This initiative was important to address the dire need to prepare nursing to transition into leadership roles.
- An evidence-based program was needed to prepare nursing (and non-nursing) healthcare team members for potential leadership roles and create a pipeline for the organization to identify talent and succession planning.

PRACTICE RECOMMENDATION

- Establish a Leadership Academy that uses an evidence-based framework to deliver key teachings essential for fostering essential leadership skills.
- Partner with University of Maryland Medical System to deliver leadership topics that align with the Professional Advancement Model and organizational goals.
- Collaborate with local leadership to cultivate mentoring and preceptor relationships between the leader and the Academy cohort member.

STRATEGY

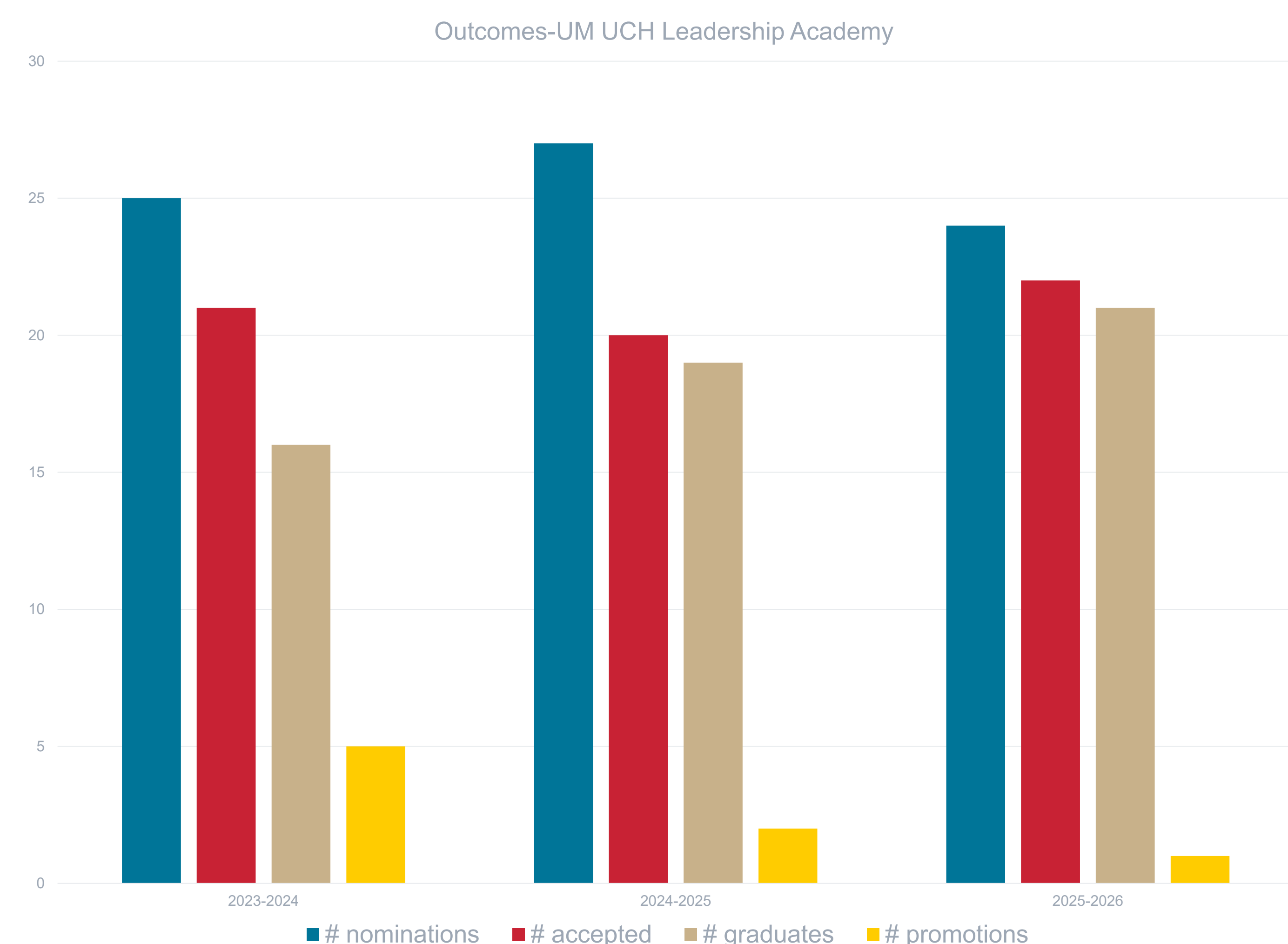
- Form a committee of 4-5 team members (not all leaders) who will support the program
- Planning: nominations, interviews, kick-off conference, monthly meetings (topics, agendas), secure mentors
- Call for nominations in first quarter of the calendar year
- Nominees are vetted through Human Resources to ensure criteria is met
- Interviews completed by end of April
- Selections are made and announced officially during Hospital Week and Nurses Week

IMPLEMENTATION

- Kick-off conference in June: CEO, CNO, COO, CMO, and HR VP invited to speak and welcome cohort
- Monthly meetings: mentor review, Emotional Intelligence monthly topic, SMART goals, Leadership Styles, difficult conversations, performance improvement, effective communication, etc.
- Each cohort member is assigned and meets with a mentor each month; monthly questions are guided by the theme of the monthly meeting
- In December, each cohort member is paired with a local leader for a 4-8 hour “Practicum” experience
- PAM nurses conduct an evidence-based Performance Improvement project on their respective units
- Non-nursing group graduates in March
- Nursing group graduates in May (Nurses Week) and presents professional posters

EVALUATION & OUTCOMES

- 2023-2024 was first year of cohort under the UM UCH Education and Resource Development Department
- 2025-2026 cohort is in progress at the time of this publication; outcomes may vary



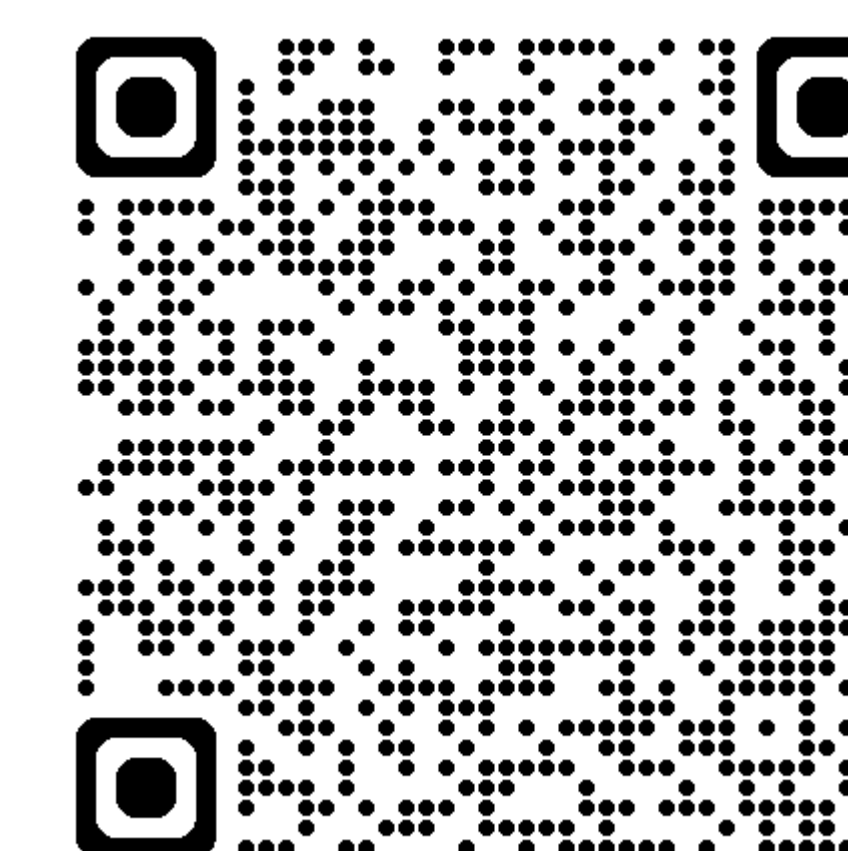
IMPLICATIONS FOR PRACTICE

- A pipeline for future leadership and succession planning is established, and foundational learning has already been applied.
- PDSA for each year’s cohort. Evaluations are conducted after each topic is delivered to learn if expected outcomes are being met.
- Nominations increase each year; may need to increase the number of cohort members or run two cohorts each year.
- Access to grant funding is beneficial to cover minimal expenses needed to run program.

NEXT STEPS

- Succession planning for our own Leadership Academy Committee
- Support other healthcare facilities in creation of their own leadership program, to foster interfacility and interdisciplinary collaboration.

REFERENCES



CONTACT THE AUTHORS

If you would like to contact the authors and learn more about starting a Leadership Academy in your own healthcare facility, please send your inquiries directly to:

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