

Reimagining Nursing Leadership: Professional Growth, Succession Planning, and Practice Excellence

2026 OHA Annual Meeting

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TOGETHER
WE make
A DIFFERENCE
OhioHealth NURSING



About **OHIOHEALTH**



OHIOHEALTH IS A NATIONALLY RECOGNIZED, not-for-profit, charitable, healthcare outreach of the United Methodist Church.

Based in Columbus, Ohio, OhioHealth has been serving its communities since 1891. OhioHealth is a family of **35,000 associates**, physicians and volunteers, and a system of **16 member hospitals** and more than **200 ambulatory sites**, hospice, home health, medical equipment and other health services spanning a **50-county area**.

Represents Fiscal Year 2024 Data

Where **WE ARE**

Hospital locations

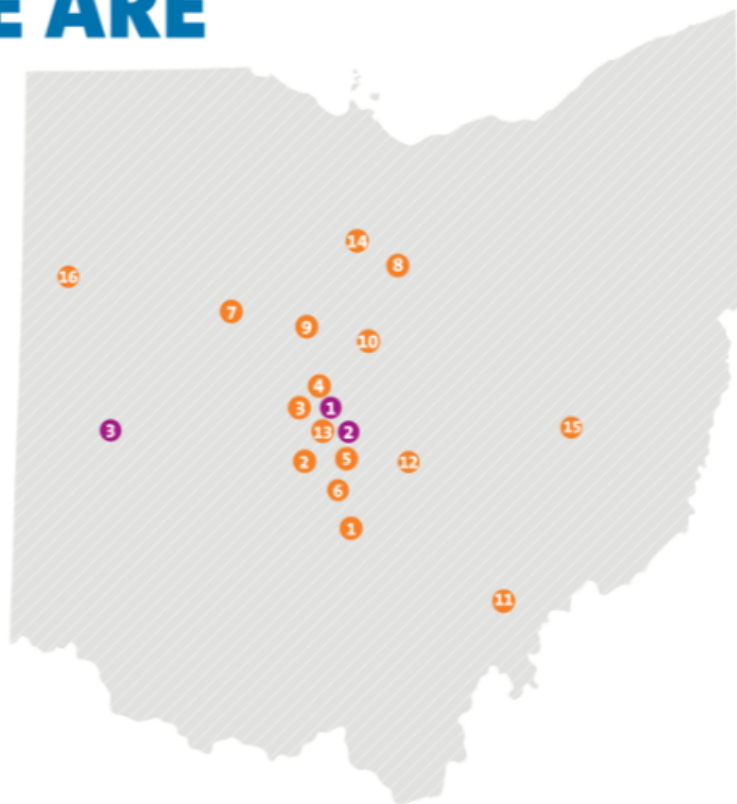
FULL MEMBER

- 1 BERGER HOSPITAL
- 2 DOCTORS HOSPITAL
- 3 DUBLIN METHODIST HOSPITAL
- 4 GRADY MEMORIAL HOSPITAL
- 5 GRANT MEDICAL CENTER
- 6 GROVE CITY METHODIST HOSPITAL
- 7 HARDIN MEMORIAL HOSPITAL
- 8 MANSFIELD HOSPITAL
- 9 MARION GENERAL HOSPITAL
- 10 MORROW COUNTY HOSPITAL
- 11 O'BLENESS HOSPITAL
- 12 PICKERINGTON METHODIST HOSPITAL
- 13 RIVERSIDE METHODIST HOSPITAL
- 14 SHELBY HOSPITAL
- 15 SOUTHEASTERN MEDICAL CENTER
- 16 VAN WERT HOSPITAL

JOINT VENTURES

- 1 OHIOHEALTH REHABILITATION HOSPITAL-DUBLIN
- 2 OHIOHEALTH REHABILITATION HOSPITAL-VICTORIAN VILLAGE
- 3 OHIO VALLEY SURGICAL HOSPITAL

200+
OUTPATIENT
LOCATIONS



Reflect & React:

Do all nurses believe they are
leaders?

Presentation Overview

Cultivate nursing leadership potential and explore strategies for succession planning, retention, and professional growth—creating clear pathways from “bedside to boardroom”.

Objectives

- Apply practical approaches to foster professional growth from *bedside to boardroom*.
- Identify strategies for succession planning to strengthen nursing leadership pipelines.
- Analyze methods to improve nurse retention and engagement across all levels.

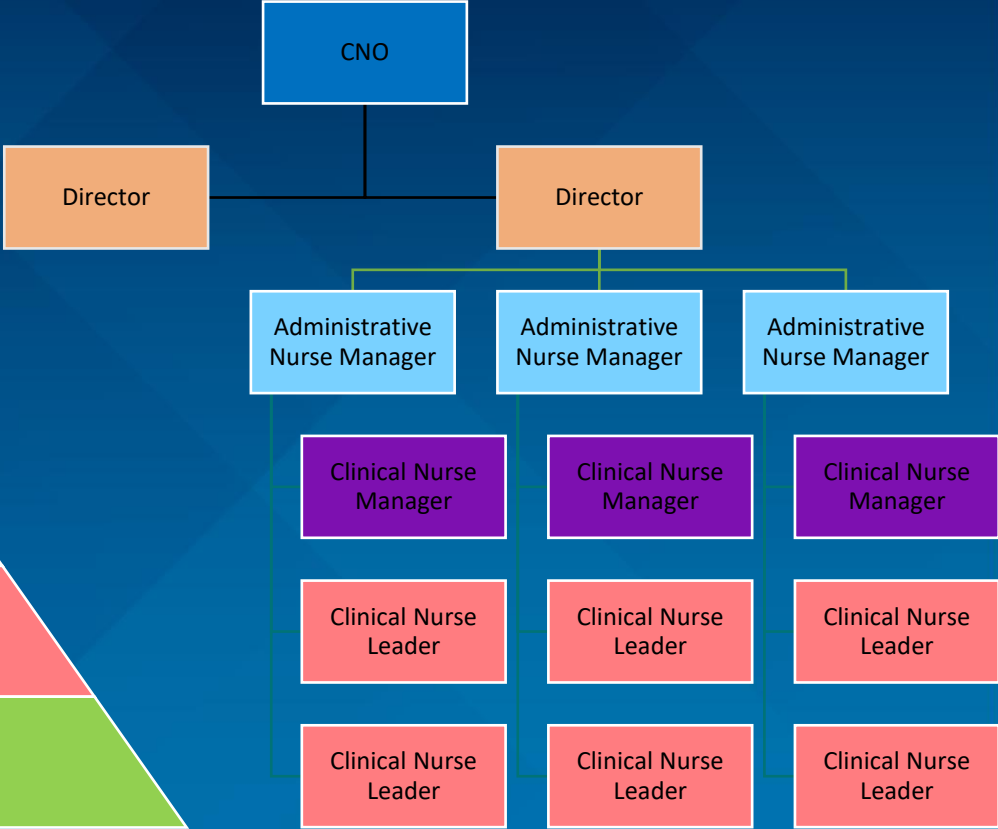
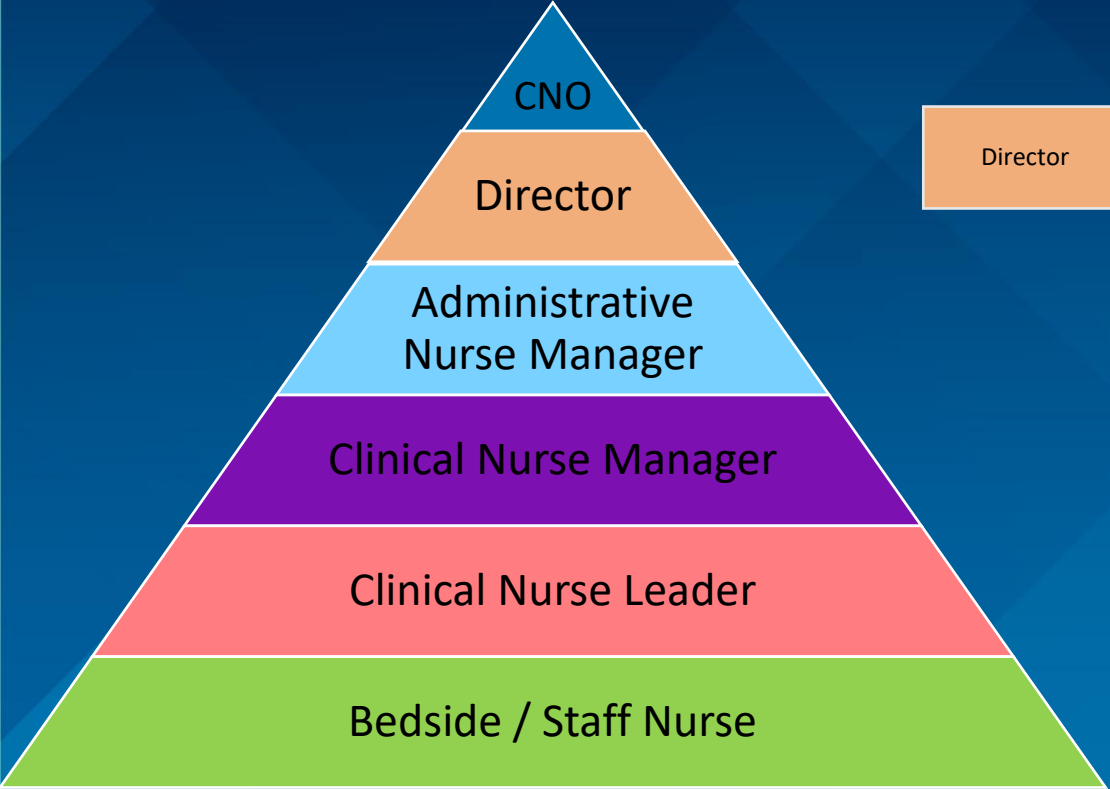
Let us never consider
ourselves finished nurses....
**we must be learning
all of our lives.**

– Florence Nightingale

AZ QUOTES



Care Site Nursing Leadership Structure



Nurse Leader Development Progression

From Bedside to Boardroom

Ongoing Individual Development Planning: Reflection & Exploration of potential professional specialization or degree advancement, including formal leadership, education, operations, advanced practice, informatics, research/evidence-based practice, quality/safety, etc.

Staff Nurse
RESIDENCY

Charge Nurse /
Preceptor
TANGIBLE TOOLS

Nurse Leader
CONNECT

Clinical Leader
**DEVELOPMENT
PROGRAM**

Nurse
Manager
**NURSE
LEADER CORE**

Nurse
Director

Executive
Role/CNO

PDAP: Professional Development and Advancement Program for Nurses

External Program for Hi-Po
ANMs: **The Health
Management Academy
Nursing Catalyst Program**

Goal: Provide a progressive leadership development program that develops nurse leaders to excel at our business of caring.

Expected Outcomes:

Foster formal internal pipeline for nursing leadership

Improve nurse leader retention

Alignment with OhioHealth Nursing Strategic Plan



Vision: Every OhioHealth Nurse is a leader in improving the lives of those we serve.



Invest in nurse leader talent through professional development.



Develop “elite professional nurses”.

System Collaboration to Support Nurse Leaders



Design, implement & facilitate nurse leader development programs / courses in alignment with nursing strategic priorities



Promote lifelong professional development of nurse leaders

Leadership Skill Development
Formalized, meaningful, timely
Business of Caring



Create pool of “ready leaders” (succession planning)

Launch Timeline of Nurse Leader Development Programs

June 2022:
Nurse Leader
Core for
Administrative
Nurse Managers

June 2022:
Nurse Preceptor
Development

January 2023:
Nurse Residency
Program Seminar

March 2023:
Clinical Leader
Development
Series

August 2023:
Nurse Leader
Connect for High
Potential Staff
Nurse

April 2024:
Charge Nurse
Development

December 2024:
Professional
Development and
Advancement
Program



Focus:

Nurse Leader Connect – High Potential Frontline Nurse Development

- Launch: August 2023

Program Overview

Nurse Leader
CONNECT

Plan

- Candidates: BSN-prepared frontline nurses who have the potential to move into formal nurse leadership roles as identified by their care site nurse executive leaders (high potential/emerging leaders)
- Requires sponsorship by a current nurse leader (director) who will actively participate in the development of the candidate
- Blend of work hours to maintain clinical role and Nurse Leader Connect program (0.2 FTE)

Design

- Formal curriculum focusing on leadership behaviors
 - Introduction to formal nursing leadership
 - Role preparation focused on Operational Execution & Execution Excellence
- Duration: 16 weeks
- Cohort maximum of 10 candidates

Program Design: In-Person Sessions

Leadership & Professionalism

- Role Expectations
- Professional Presence
- Managing vs. Leading
- Servant Leadership
- Role Transition: Peer-to-Leader
- Reflective Practice

Culture & Engagement

- Mission, Vision, Values & Strategy
- Healthy Work Environment
- Shared Decision-Making
- Inclusion & Belonging
- Resilience
- Communication, Collaboration, Civility

Healthcare Business

- Systems Thinking
- High Reliability Organization
- Driving Results: Service, Finance, Quality
- Prioritization
- Resources

Developing Self & Others

- Coaching for Performance
- Giving Feedback
- Defining Success
- Individual Development Plan
- Resume Development

Additional Learning Experiences

Nurse Leader
CONNECT

Practicum Experiences

- Scheduled time with nurse leaders throughout the organization
- Provides opportunities to network, learn, and apply seminar topics
- Candidates complete a guided reflective summary of each practicum experience

Workshops

- Independent work sessions with focused prompts
- Completion of personality/work type assessments
- Deep dive into current leadership topics such as retention/succession planning
- Individual development planning, resume building, vision statement work

Program Status

5 cohorts

40 candidates

24 promotions

100% retention

Focus:
**Professional Development & Advancement Program
(PDAP)**

- Launch: December 2024

Program Overview

PDAP



Frontline, patient-facing nurses



Encourage & honor long-term professional growth through degree accomplishments, experiences, and professional activities



Digital platform integration (StaffGarden by Ascend Learning)



Incentives for professional growth through recognition categories



PDAP goes beyond a typical clinical ladder to serve our 16+ care site system as a new program with a digital platform to empower, reward and recognize frontline nursing professional development.

Recognition Categories

PDAP

Level I	2+ years of nursing experience at OhioHealth 50 points for achievement, 45 points for maintenance
Level II	3+ years of nursing experience at OhioHealth BSN/Bachelors in health-related field or higher 60 points for achievement, 50 points for maintenance
Level III	3+ years of nursing experience at OhioHealth MSN/Masters in health-related field or higher 70 points for achievement, 60 points for maintenance
Level IV	3+ years of nursing experience at OhioHealth Doctorate 80 points for achievement, 70 points for maintenance

Points-Based System

PDAP

- Categories
 - Leadership: Development Programs/Courses, Recruitment Events, Mentorship, etc.
 - Professional Engagement: Degree Advancement, Committee Participation, etc.
 - Exemplary Practice & Innovation: Formal Poster and Podium Presentations, Nursing School Faculty, etc.
- Activities / Written Exemplars submitted on a digital portfolio

Program Status

PDAP

Utilization Rates

- 1250 Applications = 11%
- 166 PDAP Achievements = 2%

Engagement Impact (Gallup®)

- Q4 – Recognition (↑)
- Q6 – Development (↑)
- Q12 – Opportunities (↑)
- Additional Question: “Did the launch of this program favorably impact these results?”
 - ❖Q4 – 41% Favorable
 - ❖Q6 – 79% Favorable
 - ❖Q12 – 90% Favorable

Tool for Nurse Managers to create a culture of professional development, reward & recognition

Key Learnings

Connect programming to strategic priorities

Integrate multiple programs to support growth within role and in preparation for promotion

Flex and adapt to ensure timely, meaningful, nurse-driven development

Utilize stakeholder feedback to revise curriculum / programming

Position with defined accountability for program operations

Cultivate relationships & build network of development sponsors



THANK YOU!

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