Hey, those are nice shoes!
I still have my feet on the ground, I just wear better shoes.

Oprah Winfrey
• Lead with your feet
• Keep your feet planted on the ground
• Leave your footprints
• Walk the talk
• Follow my lead
• Lead the way
• Step in the right direction
• Get your feet wet
• Jump in with both feet
• Stand on your own two feet
• Thinking on your feet
Nurse to Chief Nurse

From bedside to boardroom

Jerome Mendoza Dayao, DNP, MS, RN, NEA-BC, CPHQ, CCRN-K
Hi, my name is Jerome.

Senior Associate Administrator
Chief Nursing Officer
UW Medicine | Harborview Medical Center

Education
- Doctor of Nursing Practice, UCLA
- Master of Science in Nursing, CSULA
- Bachelor of Science in Nursing, WUP

Board Certification
- Nurse Executive Advanced (NEA-BC)
- Healthcare Quality (CPHQ)
- Critical Care (CCRN-K)
Hi, my name is Jerome.

Board Service:
- Elected Board Member, American Organization for Nursing Leadership (AONL)
- Ex-Officio Board Member, American Hospital Association Regional Policy Board
- At-Large, Board Member, Northwest Organization of Nurse Leaders (NWONL)

Clinical Background:
Heart Failure and Heart Transplant

Scholarly Interests
Leadership Development and Succession Planning
Objectives:

1. Who is the CNO
2. How does one become CNO
3. Practical tips to prepare yourself to the role of the CNO
Chief Nursing Officer (CNO)

- Highest administrator of Nursing Practice
- Required by regulation (CEO, CMO, CNO)
- Typically has the largest operational scope and span of control among all senior hospital executives reporting to the CEO

- Must be a licensed RN
- Must have an post graduate degree or evidence of advanced knowledge/skills or plan to obtain degree

References:
Chief Nurse

Who?

No one goes to nursing school to become the chief nurse.
Seize the Opportunity

Today, more that ever, we need more nurses who can manage & lead.

- Silver Tsunami
  - 56% of CNOs will be retirable in the next 10 years (n=710)
  - Average age of WA’s RNs was 45.8 years

- Be the change you want to see
  - Make the workplace better

- Rewarding career
  - CNO job satisfaction is 87% (n=386)
  - Salary is competitive with 51% averaging 200 to >300K annually (N=398)

- Wanted: leaders
  - Medical and health services managers careers projected growth 20% = 424, 300 positions

- Nurses are most trusted
  - 18 years straight and the public agrees
Becoming the CNO: Practical Steps

Backed by research, verified by experience.

1. **Get more educated.**
   Check out the outside of the box; be a member of professional orgs; get new skills

2. **Raise Your Hand and be seen.**
   Career advancement is not an accident; you need to strategize

3. **Do it before you're ready.**
   Learn as you go, don't wait for 100%

4. **Don't be a specialist.**
   become multi-lingual in the language of leadership.

- [https://hbr.org/2018/07/when-generalists-are-better-than-specialists-and-vice-versa](https://hbr.org/2018/07/when-generalists-are-better-than-specialists-and-vice-versa)
Becoming the CNO: Practical Steps

Backed by research, verified by experience.

5. Ask a friend.
Find a mentor, accelerate success.
Centrality - not how many but who.

6. Failure is your teacher.
The more you fail the sooner you succeed.

7. Look and Sound the part.
Executive Presence

8. Don't forget who you are.
You are a leader WHO IS a NURSE.

References:
- https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3396092/
- http://www.executivepresencegroup.com/intelligence/research/
My unconventional leadership tip:

You want something changed? Do something about it.
Recommended Media

Books:
- Power of Moments - Heath Brothers
- Atomic Habits - James Clear
- Multipliers - Liz Wiseman

Magazines:
- Harvard Business Review
- Kellog Insight
- Voice of Nursing Leadership

Journals:
- Journal of Nursing Leadership

Virtual Training:
- Linkedin Learning

Audio
Podcast
- Work Life - Adam Grant
- No Ego - Cy Wakeman

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Keep Pushing
This door will open in 15 seconds.
Alarm will sound.