



Developing the Leader in You!



National
Association of
School Nurses

Pat Endsley PhD, RN, NCSN, FNASN

SCHOOL NURSES AS LEADERS



Leaders in
community health



Complex cross-
discipline knowledge

Adjacent to multiple
sectors in
communities



School Nurses DO
make the
impossible,
possible!



*National
Association of
School Nurses*

WHAT IS NEW AT NASN?

- Affiliate manager.(new role)
- Evaluation of the SIGS and how to better support them.
- Governance work.
- Acuity and competency models.
- New branding.



NASN VISION and MISSION

The NASN vision is that all students are healthy, safe and ready to learn.

The NASN mission is to optimize student health and learning by advancing the practice of school nursing.



Standards of Practice

- Ensure practice consistent with the scope and standards of school nursing practice, health and education laws (consider the Individuals with Disabilities Education Act, Section 504 of the Rehabilitation Act of 1974, Nurse Practice Act, state laws regarding school nursing practice and delegation), federal/state/local policies and regulations, and NASN position statements and code of ethics.
- Employ clinical judgment and critical thinking outlined in nursing process and prioritization.
- Integrate evidence and best/promising practices (consider multi-tiered systems of support, clinical practice guidelines).
- Safeguard privacy of students and data (consider Health Insurance Portability & Accountability Act, Family Educational Rights and Privacy Act).

School Nursing Practice Framework™

Supporting Students to be Healthy, Safe and Ready to Learn



Care Coordination

- Provide direct care for emergent, episodic, and chronic mental and physical health needs.
- Connect student and family to available resources.
- Collaborate with families, school community, mental health team (including school counselors, social workers, and psychologists), and medical home.
- Develop and implement plans of care.
- Foster developmentally appropriate independence and self-advocacy.
- Provide evidence-based health counseling.
- Facilitate continuity of care with family during transitions.

Leadership

- Direct health services in school, district, or state.
- Interpret school health information and educate students, families, school staff, and policymakers.
- Advocate for district or state policies, procedures, programs, and services that promote health, reduce risk, improve equitable access, and support culturally appropriate care.
- Engage in and influence decision-making within education and health systems.
- Participate in development and coordinate implementation of school emergency or disaster plans.
- Champion health and academic equity.
- Share expertise through mentorship/preceptorship.
- Practice and model self-care.

Quality Improvement

- Participate in data collection for local, state, and national standardized data sets and initiatives.
- Transform practice and make decisions using data, technology, and standardized documentation.
- Use data to identify individual and population level student needs, monitor student health and academic outcomes, and communicate outcomes.
- Engage in ongoing evaluation, performance appraisal, goal setting, and learning to professionalize practice.
- Identify questions in practice that may be resolved through research and evidence-based practice processes.

Community/Public Health

- Provide culturally sensitive, inclusive, holistic care.
- Conduct health screenings, surveillance, outreach, and immunization compliance activities.
- Collaborate with community partners to develop and implement plans that address the needs of school communities and diverse student populations.
- Teach health promotion, health literacy, and disease prevention.
- Provide health expertise in key roles in school, work, and community committees/councils/coalitions.
- Assess school and community for social and environmental determinants of health.

Our Strategic Framework



NASN Strategic Plan

PILLAR 1

Workforce Development & Support

PILLAR 2

Sustainable Investment in School Health

PILLAR 3

Research & Evidence

FOUNDATION: Organizational Excellence

Foundation: Organizational Excellence

Strengthen NASN's governance, operations, and infrastructure to effectively serve members and advance the mission.

Deepen engagement with and support for affiliates and members to build a connected, empowered community.

Ensure organizational sustainability through responsible stewardship of financial, human, and technological resources.

Position NASN as a trusted, nonpartisan voice that advances evidence-based policies and practices grounded in the organization's values.

PILLAR 1: WORKFORCE DEVELOPMENT & SUPPORT

Strengthen the school nursing pipeline and advance professional identity across the workforce.

Support professional wellbeing and promote resilience among school nurses.

Equip school nurses to meet the full spectrum of student health needs.

Prioritize equity in workforce development, especially in communities with the greatest need.

PILLAR 2: SUSTAINABLE INVESTMENT IN SCHOOL HEALTH

Students cannot succeed without access to consistent, well-supported health services.

Advance policies, partnerships, and funding models that ensure school nursing services are adequately resourced.

Advocate for sustainable and equitable funding for school health services.

Help define what effective investment in school health truly looks like.



PILLAR 3: RESEARCH & EVIDENCE

Data and evidence are critical to demonstrating the impact of school nursing.

Generate and translate research that strengthens practice and informs policy.

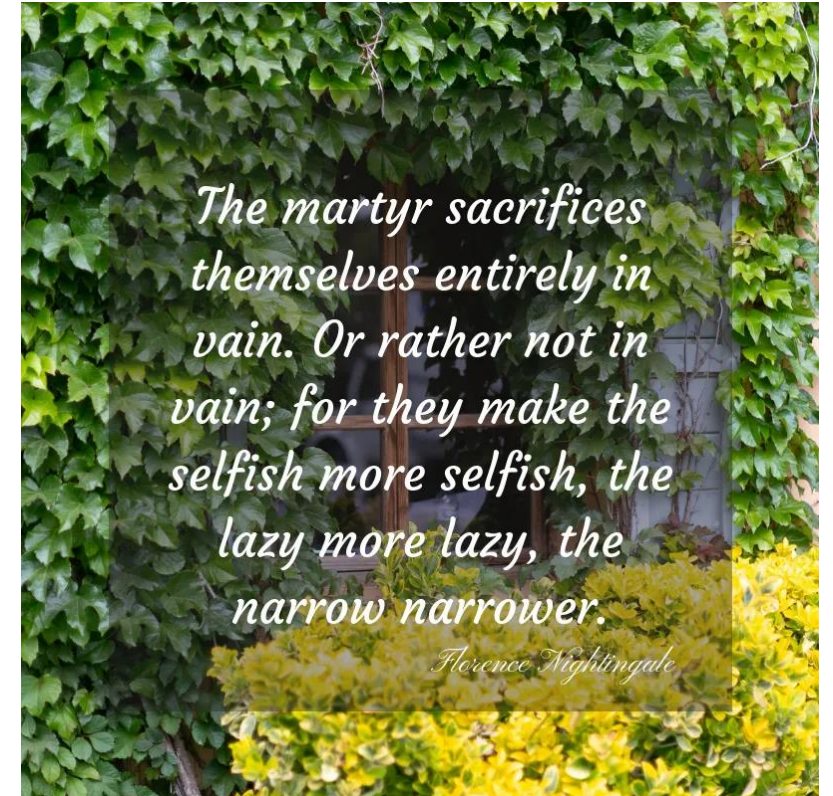
Build capacity for data use among school nurses.

Elevate the *National School Health Data Set: Every Student Counts!* as a leading source for evidence-based decision-making.

LEARNING OUTCOMES:

Five Leadership Domains

- Developing leadership skills
- Mentoring and coaching
- Advocacy and policy
- Team building and collaboration
- Change management



“

What is Nursing Leadership?

- Nursing leadership is **influence**—not position or authority.

It is the ability to

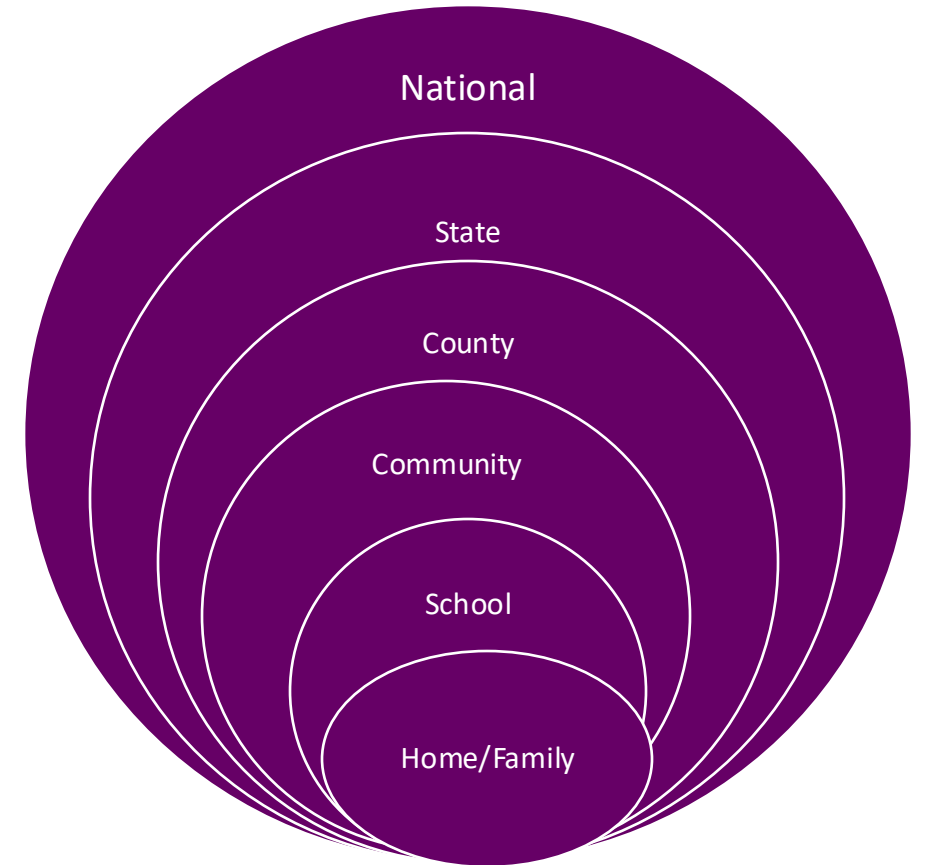
- Empower others,
- Shape systems,
- Advocate for student health.

”

SPHERES OF INFLUENCE

Lynn Nelson NASN President (2025)

- National: NASN, ANA, political engagement
- State: public health, nursing organizations, legislative
- County: public health, county government
- Community: church, youth groups or activities, clubs, volunteer
- School: health room, committees, extracurricular, staffing, budget
- Home/Family: budget, scheduling



Why Leadership Matters in School Nursing

- Whole-child model
- Equity-centered role
- Crisis navigation



Leadership Skills for School Nurses

- Communication
- Clinical judgment
- Systems thinking



SCHOOL NURSE DEMOGRAPHICS

NASN School Nurse Workforce Study: School Nurse Workforce Characteristics & Compensation, 2021

Demographics

School nurses tend to be slightly older and less diverse than the nursing workforce as a whole.

68.5% of all school nurses are **>40 years old**.

98.2% of school nurses (RN/LPN/LVN) are women, compared to **92%** of all RNs/LPNs.

Black/African American

	School Nurse	Nursing as a Whole
RN	3.7%	6.7%
LPN	14.2%	17.2%

American Indian and Alaska Native

	School Nurse	Nursing as a Whole
RN	2.2%	0.5%
LPN	3.2%	0.8%

White

	School Nurse	Nursing as a Whole
RN	91.2%	80.6%
LPN	75.8%	69.5%

Asian

	School Nurse	Nursing as a Whole
RN	1.3%	7.2%
LPN	1.6%	5.0%

These results were obtained during a 2021 study. With a 36.8% survey response rate and variable response rate per survey question, 2,568 respondents reported to be a public school nurse. Of these respondents, 2,392 provided information regarding licensure, with 2,141 reporting as RN and 251 reporting as LPN/LVN.

nasn.org

Why Leadership Matters in School Nursing

GROW Model :

G – Goal: What is the nurse trying to achieve?

R – Reality: What is happening now?

O – Options: What choices exist?

W – Will/Way Forward: What will you commit to?



Mentoring Best Practices

Creating a safe space: Ask questions without judgment.

Feedback: Strengths-based, specific, actionable feedback.

Consistency: Regular check-ins improve outcomes.



Mentoring and Coaching

Foundational leadership skills

- **Mentoring** :longer-term, relationship-based, focused on development.
- **Coaching** : shorter-term, goal-driven, focused on performance or skill-building.



ADVOCACY AND POLICY

School nurses are powerful advocates at multiple levels

You are already policy influencers!!



Using Data for Advocacy

School nurses are powerful advocates at multiple levels

You are already policy influencers!!



Team Building & Collaboration

Leadership thrives in collaboration

Think of a time collaboration improved student care

- Teachers
- Counselors
- Administration
- Family
- Community



Developing the Leader Within You

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Communication in Teams

Communication is your best tool!

Sometimes we walk into uncharted territory.

Communication is often the difference between teamwork and tension.



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Conflict Resolution

- Conflict is not failure!
- Natural component of teamwork
- Focus on issues/not people
- De-escalation strategies
- Role model



Pick your Battles!

- Power Moves
- No win situations
- Ask for help!
- Take care of yourself!

*Never dispute
with anybody
who wishes to
contradict you*
Florence Nightingale

*To be 'in charge' is
certainly not only to
carry out the proper
measures yourself but
to see that everyone
else does so too.*

Florence Nightingale

Managing Resistance to Change

- Resistance is:
 - *Predictable*
 - *Manageable (most of the time)*

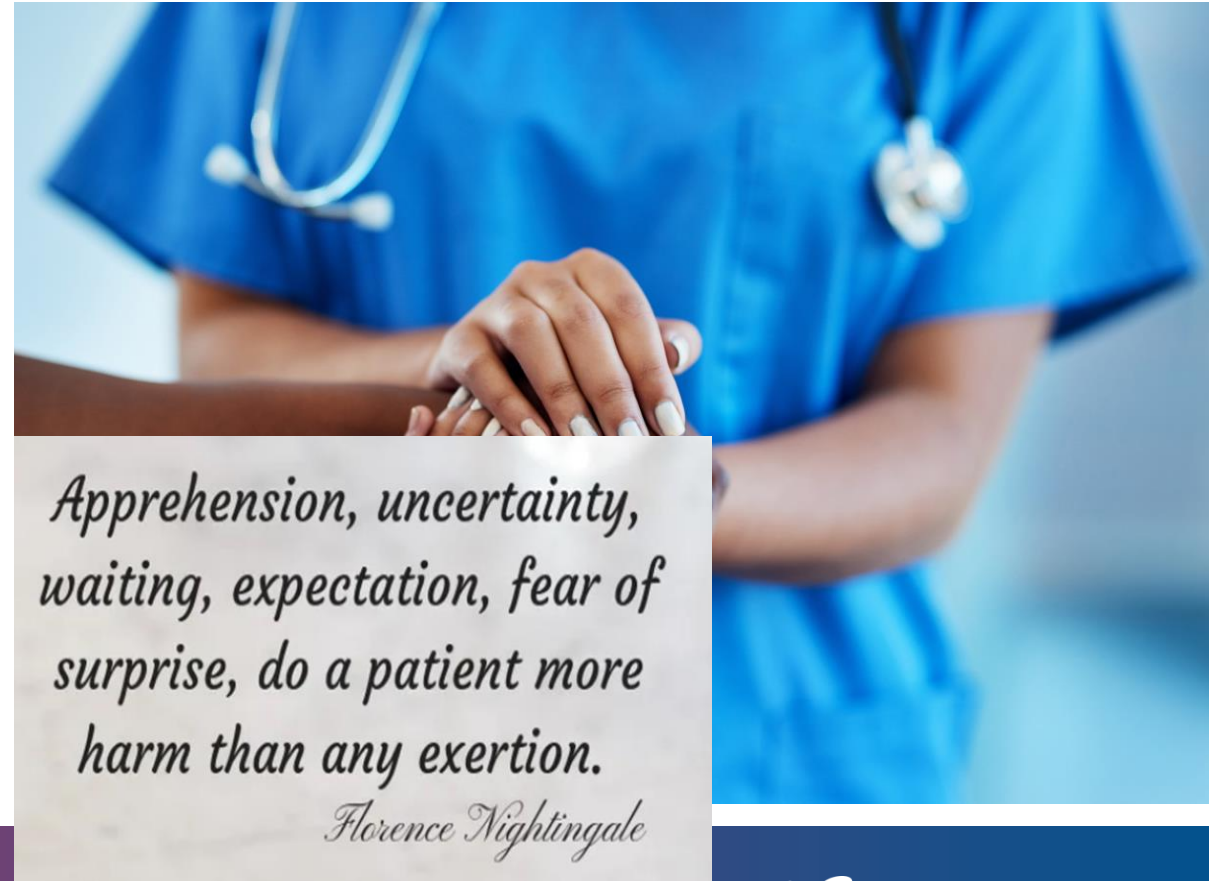
Stems from:

- *Fear*
- *Misunderstanding*
- *Lack of information*



Leading Through Crisis

- Doing what school nurses do best!
- Preparedness reduces chaos
- Debriefs are important



Leadership Self-Assessment

Take Inventory

- What leadership behaviors do I model consistently?
- How do I handle conflict?
- How do I advocate for student needs?



degrees
leadership

reflection
routines
advanced
education
commit
joining
building
continuing
nasn
peer
committees
share
mentorship
nurses
practice
self-care
regular

Sustaining Leadership Growth

Developing the Leader Within You



Is it OK to be questioning and disgruntled?

*Were there none who were
discontented with what they
have, the world would never
reach anything better.*

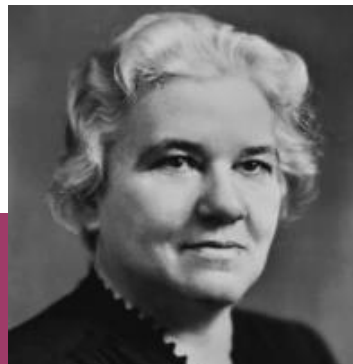
Florence Nightingale

(Harris, 2018)

Is it OK to be questioning and disgruntled? Just ask these nurses.

- 1930's Nurse Elizabeth Kenny : Polio treatment
- 1950 's Jean Ward: Infant jaundice
- 2014 Nursing Student Fatu Kekula: Trash bag method/Ebola
- 2015 Rebecca Koszalinski: Communication app for voiceless patients

(Harris, 2018),



Dev...

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THANK YOU!

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