

Transforming the PCF Role

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This our journey demonstrating the use of a competency framework to enhance the integration of operations and professional practice through leadership development to build knowledge and capacity to address professionalism and leadership development for frontline nurses and how it can be transferred to other nursing roles.



Outcomes

- Develop and implement a plan to address clinical leadership for nurses.
- Develop a program that supported the strategic direction of the organization, and also meaningful to the participants.
- Develop a program that could be sustained.
- Identify future leaders.

Background

- RNAO organizational review
- Clinical leadership
- Focus group results

Focus →

■ Patient Care Facilitator - the job description

“under the direction of the Clinical Leader, the PCF assumes a leadership role for the patient care area.”

■ These responsibilities include:

- coordinating the day to day activity on the unit to ensure the efficient delivery of care,
- providing support for the nursing staff to facilitate their growth and development, and
- facilitating numerous unit activities with a view to maximizing the skill level of all staff within a collaborative practice framework

Key Partnerships and Resources

- Develop structure and focus to the role
 - Review and renew the competencies
- Required resources
 - expertise
 - Human Resources, Organizational Learning and Professional Practice

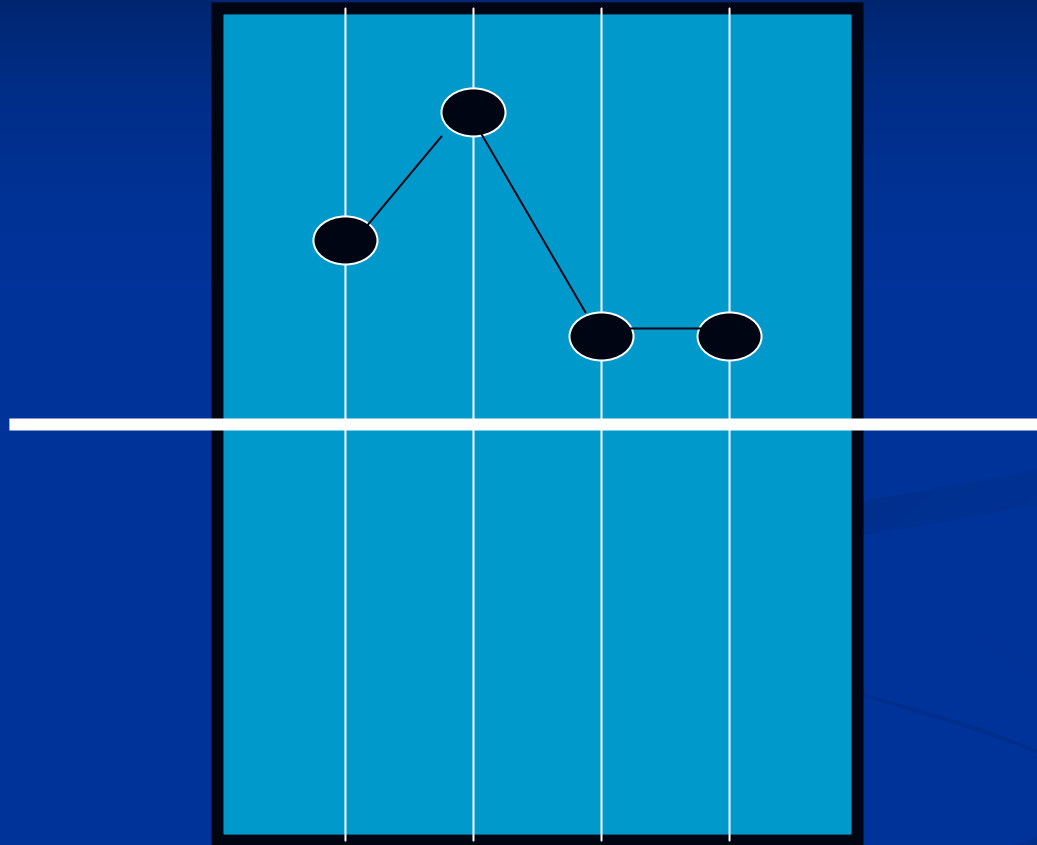
What is **DISC**

- Assessment
- Determine competencies
- Screening –assessment
 - Job candidate fits the role
 - Determine areas of strength and development
 - Support integration of new individuals into the role
- How the DISC lends to the process

Job Profiling Process

- Select Clinical Leaders and current PCFs with an understanding of the position to be profiled.
- Have each complete a role behavioural tool.
- Collectively, analyze the results.
- Get consensus on the results and develop the competencies
- Are there adjustments needed.
- Have the PCF complete the individual profiles
- Compare their results to the role profile.

D I S C



Our Results



4 quadrant of behaviour characteristics

C

- Analytical
- Contemplative
- Conservative
- Exacting Careful
- Deliberative

D

- Ambitious
- Forceful
- Decisive
- Direct
- Independent
- Challenging

S

- Methodical
- Systematic
- Reliable
- Steady
- Relaxed
- Modest

I

- Expressive
- Enthusiastic
- Friendly
- Demonstrative
- Talkative
- Stimulating

Personal Profiles

- Self awareness
- Establish strengths and development
- Comparison to the Job analysis

Comparing to the PCF Role

- High D
- High I
- High S
- High C

Strengths and
Challenges

Leadership Development

- Education
- Coaching vs Mentorship

Linking RNAO Healthy Work Environments BPGs:

- Developing and Sustaining Nursing Leadership
- Professionalism in Nursing

Leading Edge Pilot

- We needed
 - a Leadership program that would support the development of the identified competencies in the HJA
 - to leverage internal expertise
 - a program that would not overwhelm the participants or organization
 - a program that could grow.

1/2 Way there....Leading Edge Findings

- Participants
- Clinical Leaders
- Coaches
- Organization

Recommendations

- Utilize the competency review process
- Education and Coaching
- Leverage the system

Next steps

- Meet with our College and University Partners
- Develop a coaching orientation Program
- Identify other roles that require review