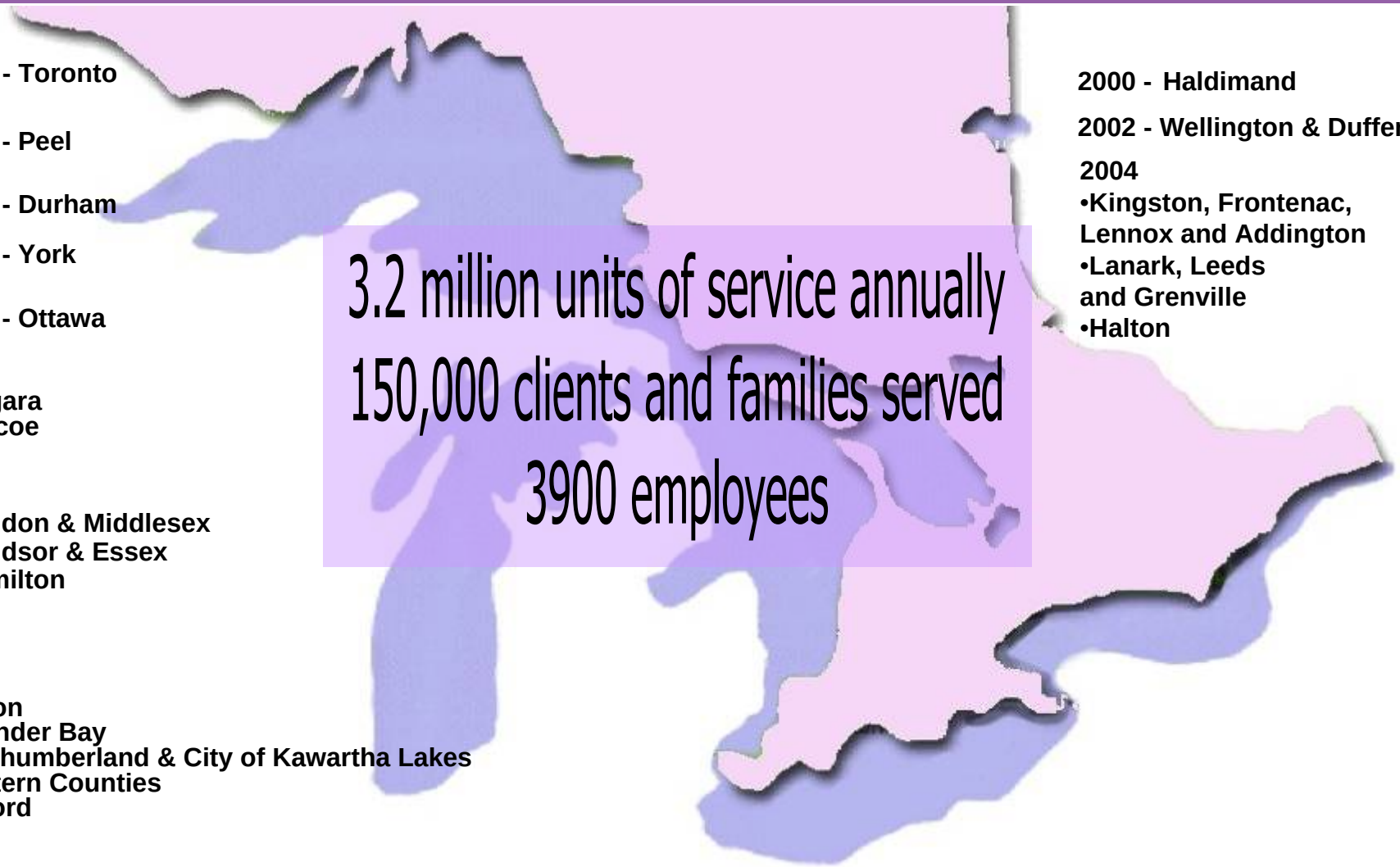
saint ELIZABETH HEALTH CARE

Creating Excellence in Clinical Practice and Healthy Work Environments through a RNAO Advanced Leadership Fellowship

Saint Elizabeth Health Care

- A Canadian not-for-profit charitable organization
- Caring for our communities since 1908

Service Delivery Locations



1908 - Toronto

1928 - Peel

1988 - Durham

1994 - York

1995 - Ottawa

1997
•Niagara
•Simcoe

1998
• London & Middlesex
• Windsor & Essex
• Hamilton

1999
•Huron
•Thunder Bay
•Northumberland & City of Kawartha Lakes
•Eastern Counties
•Oxford

3.2 million units of service annually
150,000 clients and families served
3900 employees

2000 - Haldimand

2002 - Wellington & Dufferin

2004
•Kingston, Frontenac, Lennox and Addington
•Lanark, Leeds and Grenville
•Halton

What We Do

Health Services
Consultation
Research
Education
Charitable Activities
Thought Leadership

Vision

Saint Elizabeth Health Care will be a **phenomenal** knowledge and care exchange company.

Transformational Leadership at All Levels

Journey and Discovery

- Mentorship/fellowship to promote a healthy work environment
- Transformational leadership strategies in action
- Leveraging a RNAO Fellowship for succession planning

RNAO Healthy Work Environments Best Practice Guidelines

"A Healthy work environment is…

A practice setting that maximizes the health and well-being of nurses, quality patient/client outcomes, organizational performance and societal outcomes"

RNAO 2006 Healthy Work Environments Best Practice Guidelines

RNAO Healthy Work Environments
Best Practice Guidelines

- Collaborative Practice Among nursing Teams
- Developing and Sustaining effective Staffing and Workload Practices
- Developing and Sustaining Nursing Leadership
- Embracing Diversity in Health Care: Developing Cultural Competence
- Workplace Health, Safety and Well-being of the Nurse
- Professionalism in Nursing

Key Strategies & Outcomes

1.3 Nurse leaders create an environment that supports knowledge development and integration

Strategy	Structural Outcomes
Organizational communication	New telephone system
	Customer service committee
	Clinical representatives at regional manager meetings
	New intranet site
Evidence Informed Practice	Evidenced Based Research Unit Created
	Indicators created for clinical programs
	PROCURA
Training & Education	Learning & Development department
	Learning plans
	Leadership Training

Key Strategies & Outcomes

2.3 Health service organizations provide opportunities for growth, advancement & leadership

Strategy	Structural Outcomes
Voice and influence	SDC leaders participating corporate committees
	Campaign to increase nurse enrollment in professional associations (RNAO & RPNAO).
Personal development and career opportunities	SDC leaders submitting abstracts & presenting at conferences
	New Preceptorship/Mentorship program that offers staff nurses enhanced leadership roles
	RNAO clinical & leadership fellowships; RPNAO clinical fellowship
Reward & Recognition	Enhanced Tuition Assistance program
	Reward & recognition package for preceptors

Key Strategies & Outcomes

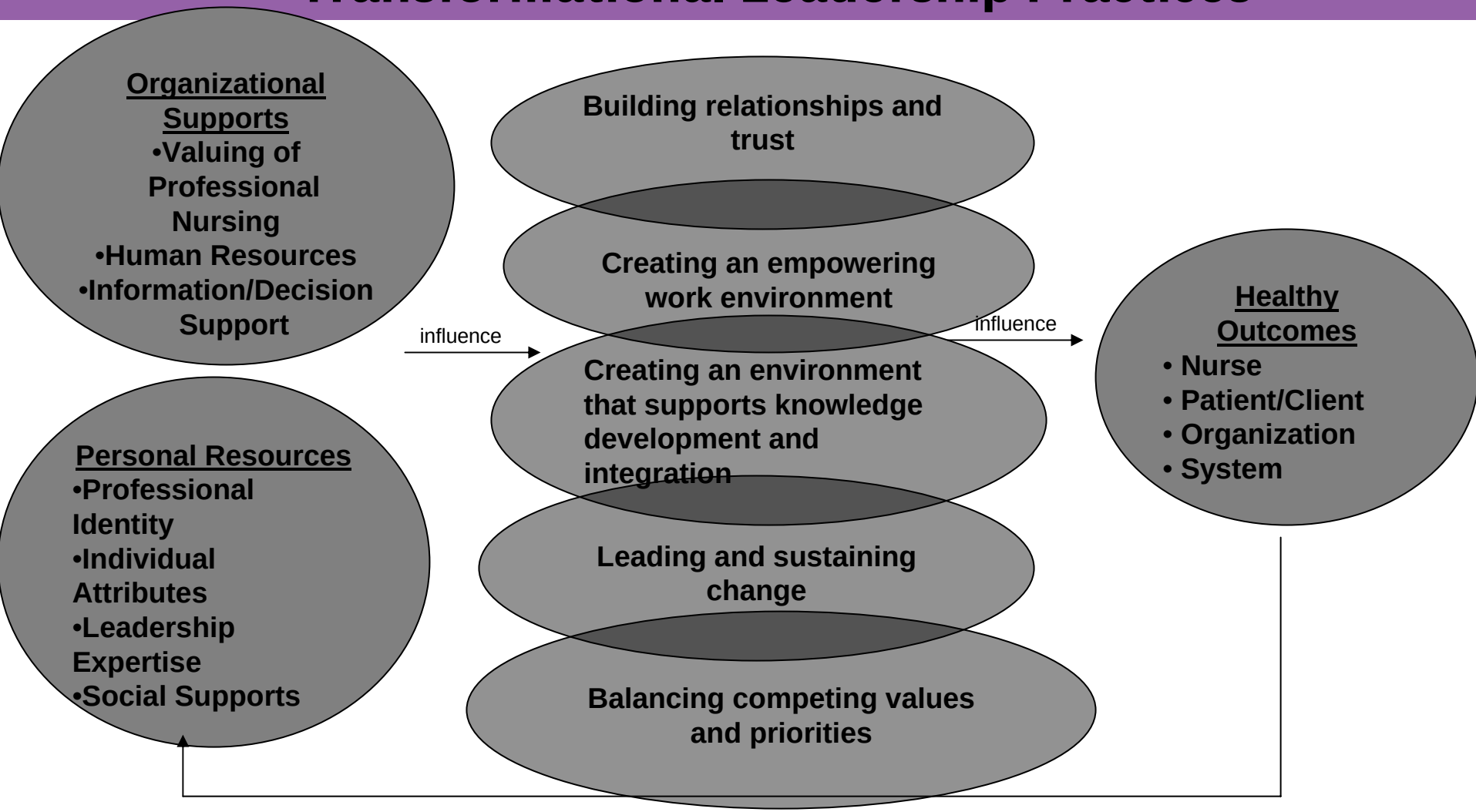
2.7 Health Service Organizations establish scopes of responsibility and accountability that enable effective nursing leadership practices

Strategy	Structural Outcomes
Role Clarity	Define roles and clarify scope of responsibility for SDC leadership team
	New service model that provides clarity of leadership roles

CONCEPTUAL MODEL FOR NURSING LEADERSHIP GUIDELINE

Broad External Factors *Sociocultural Context* *Professional/Occupational Context*

Transformational Leadership Practices



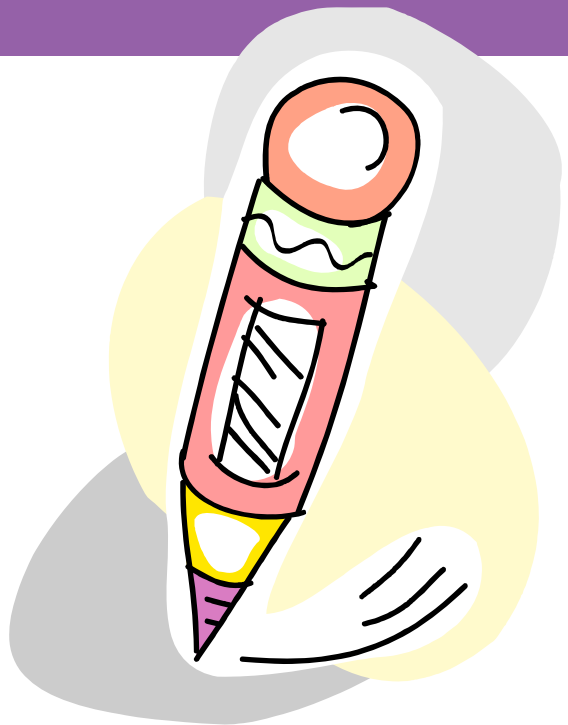
RNAO Best Practice Guideline: Developing and Sustaining Leadership

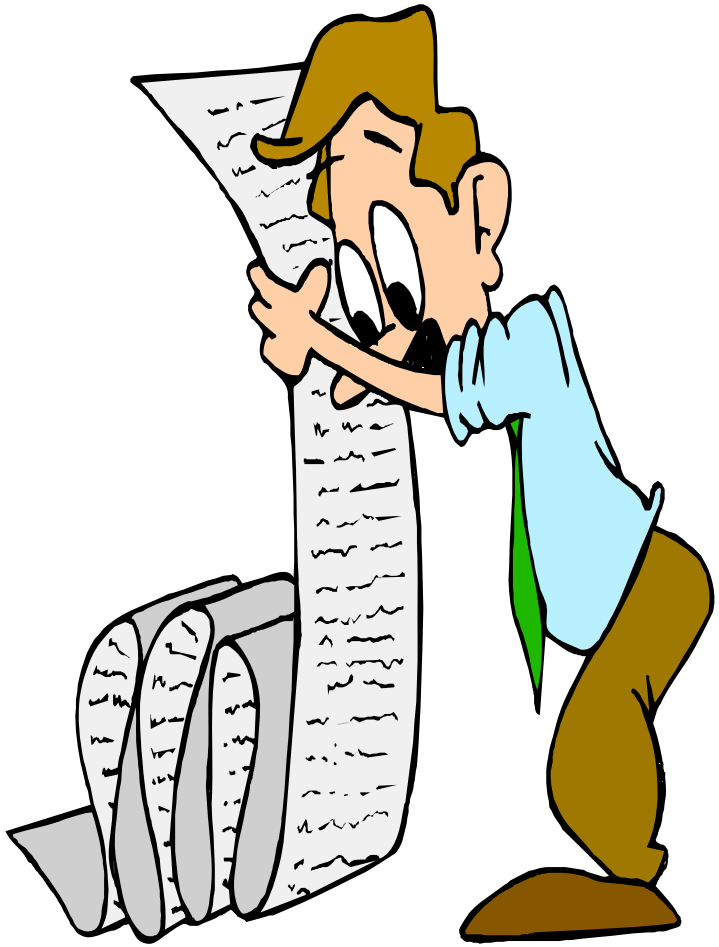
Trust in leaders and positive relationships with leaders lead to:

- ✓ Increased perceptions of the leaders credibility
- ✓ Increased job satisfaction for nurses
- ✓ Decreased emotional exhaustion
- ✓ Increased perceptions of quality of care and staffing adequacy
- ✓ Increased organizational commitment
- ✓ Increased job performance; motivation and willingness to work hard
- ✓ Decreased absenteeism
- ✓ Increased fiscal performance
- ✓ Decreased intent to turnover
- ✓ Ability to lead a diverse workforce

RNAO BGE Developing and Sustaining Nursing Leadership RNAO 2006

Where to begin?





Fellowship?

- The ACPF is designed to provide a Registered Nurse (RN) with a focused self-directed learning experience to develop clinical, leadership or best practice guideline implementation knowledge and skills, with support from a mentor(s), the organization where the RN is employed, and the RNAO. This initiative is aimed at developing and promoting nursing knowledge and expertise, and improving client care and outcomes in Ontario. Clients are defined as individuals, families, groups or communities.

RNAO Leadership Fellowship

Organizational Readiness

- ✓ Importance of mentor
- ✓ Commitment to support fellow while participating in fellowship
- ✓ Evidenced based practice environment

Keys to Candidate's Success

- Identify a champion from the senior leadership team
- Build a relationship with the champion
- Champions make great mentors

Keys to Candidate's Success

Align with Organizational Goals

- Identify the top 3 priorities of your organization
- Is there a fit between your fellowship and the one of the top 3 priorities?
- Does the fellowship outcomes produce outcomes that are part of a larger organizational objective?

Keys to Candidate's Success

You Need a Plan

- Fellowship full or part-time
- How will you manage/delegate your responsibilities while studying?
- Be flexible to great opportunities.

Results: RNAO Leadership Fellowship

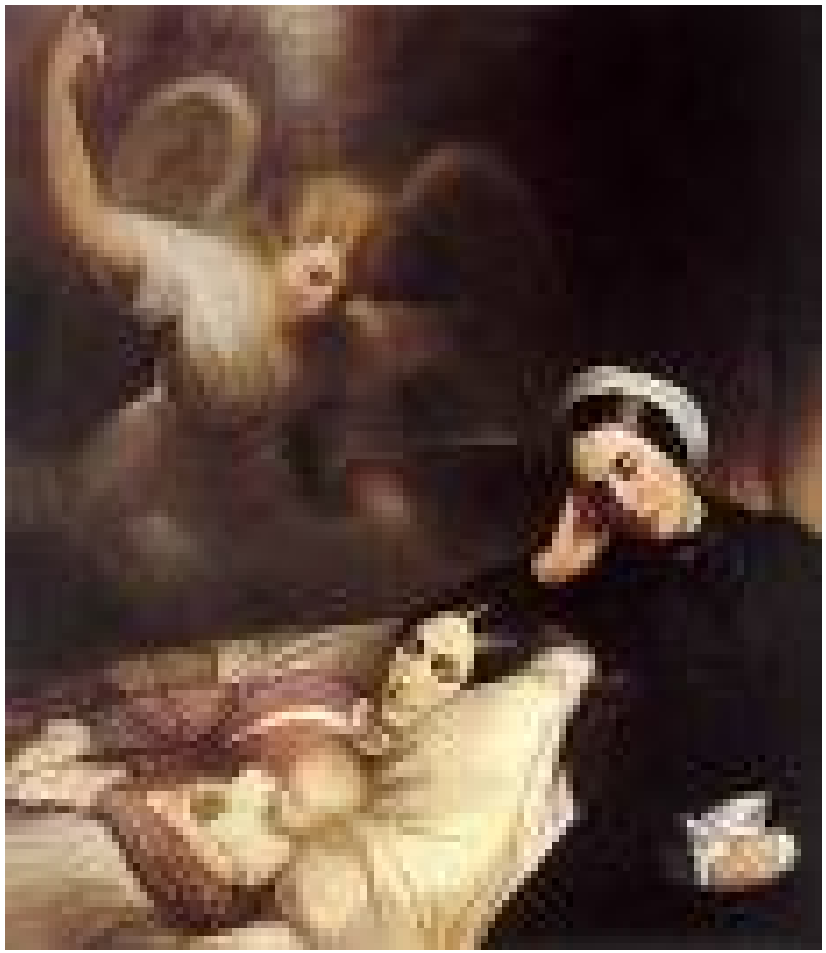
RNAO Registered Nurses' Association of Ontario
L'Association des infirmières et infirmiers autorisés de l'Ontario

- Participated on the Healthy Work Environment PMT
- Transformational Leadership Literature Review
- Key Informant Interviews
- Transformational Leadership Workshop

Applying Knowledge to Inform Practice

- Transformational Leadership Strategies
- Building the nursing leaders for tomorrow by providing them with skills today

Nursing Leadership
From Matrons to Transformational Leaders



Nurses could lead ‘mankind to create mankind’ By creating nurses who have skill, character and discipline

(Nightingale 1874)

From Matrons to Transformational Leaders

Bass (1985) 5 leadership components

1. Charisma -the leader admired
2. Idealized influence-followers emulate their leader
3. Inspirational motivation-provides meaning and challenge to the work
4. Intellectual stimulation-'questions assumptions"
5. Individual consideration-individually mentor staff based on their needs

- Bass (1985)

The Impact of Trust

Price Waterhouse studied The Financial Times top 100 companies.

What was a key differentiator between the top 20% and the bottom 20%?

Trust

How to build trust

- Be open to other’s ideas and opinions
- Professional self-disclosure
- Active and focused Listening
- Facilitate working together
- Reward joint effort

How to build trust cont'

Professional self-disclosure

- Someone has to demonstrate trust first or you are stuck-leaders trust first
- Admit mistakes
- Use self-disclosure strategically
  - What is important to you?
  - What are you willing to do or not do?
  - What do you want?
- Plan how you are going to reveal yourself—take advantage of opportunities to know yourself

How to build trust cont'

Listen

- Who are you listening to
- Why are you listening to that person over another?

Listen in a virtual environment

- Listening post
- Chart how much of your time you spend listening to your staff versus how much time in office or other activities

How to build trust cont'

Working together to build trust

- “Survivor” kills everyone
- Teamwork requires more leadership not less
- Set a common goal
- Build a structure for cooperation and collaboration
- All tasks have value
- Build less stressful relationships more productive
- Leader needs to be watchful that all participate and are rewarded
- Use positive communication

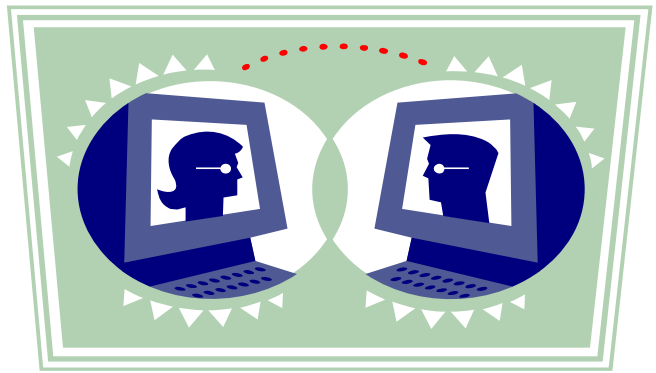
How to use trust building to:

Build relationships

Building Relationship Strategies

- Durable interactions
- Foster trust
- Focus on wins/gains common ground
- Human moments (Kouzes and Posner)
- Create the place

Building Relationships



Building Relationships cont'

Durable relationships

- Leave a meeting so that you could reconnect with the person. It is a small world
- Act while you are in a relationship, end on a good note, it will pick right up where it left off
- Build lots of relationships (network)
- Invest in the relationship—time is a very valuable currency

Building Relationships cont'

Focus on wins/gains common ground

- Form alliances eliminate parasites
- Start where we agree
- State how goals are aligned
- Don’t use the word but

Building Relationships cont’

Human moments

- build the environment
  - No distractions
    - Pagers, blackberrys, phones
    - Do not disturb signs
  - Eye contact /pay attention
- Create spaces where people can communicate
- Encourage interaction between 2 people – introduce them into the conversation
- Humour good fun

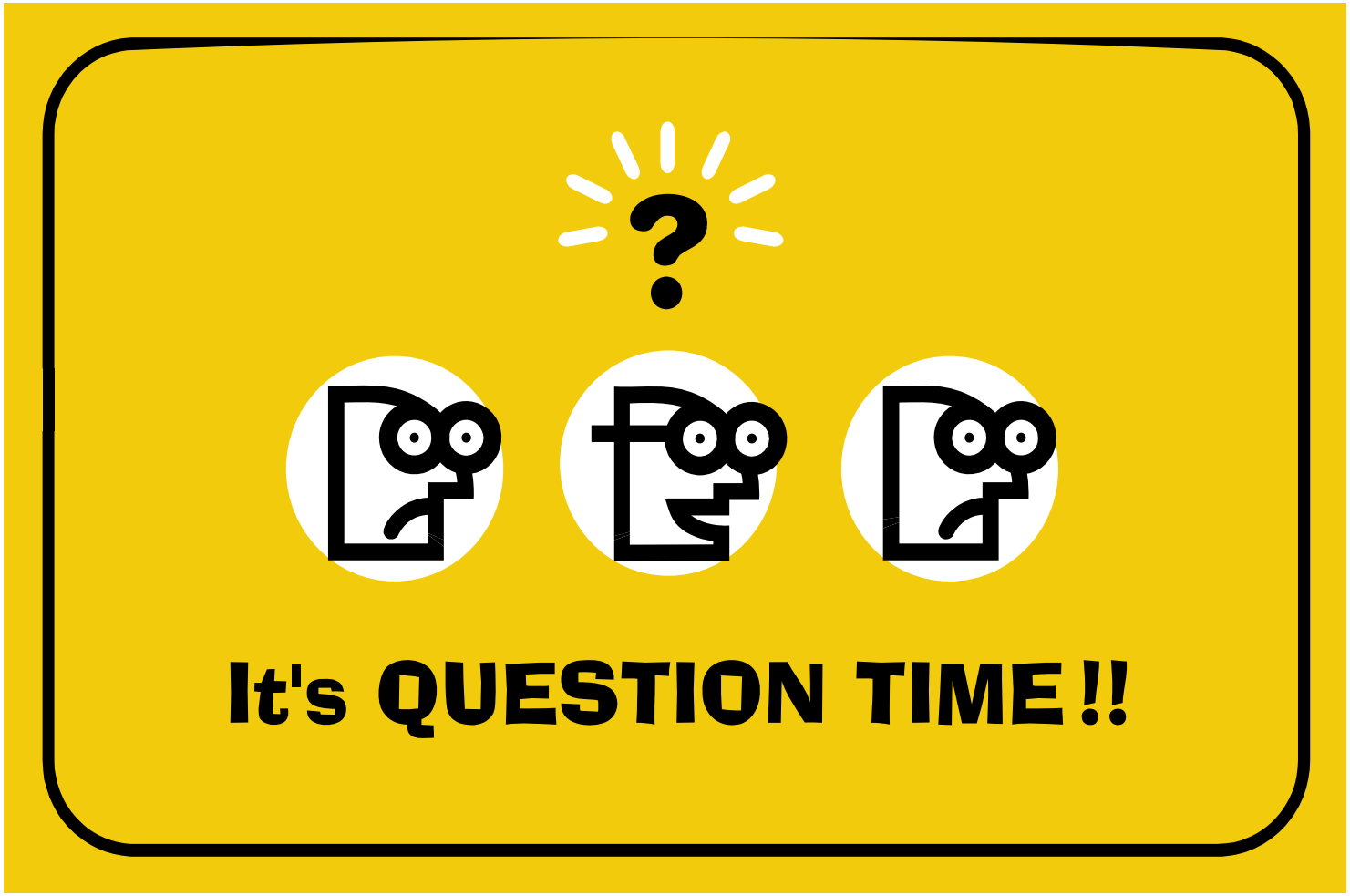
How Does Transformational Leadership work for you?

- ✓ Every face to face is an opportunity to practice building relationships and trust
- ✓ Plan your interactions when you have the chance
- ✓ Reflect on your interactions
  - ✓ Use your tools
- ✓ Practice challenging communications with your peers
- ✓ Keep notes

The Journey Continues

- On-going supervisor training
- All leaders attend an annual leadership camp
- Other fellowship opportunities
- Future RNAO leadership fellowships
- ***ALIVE (Actively Leading in Virtual Environments*** The Ontario Community Support Association (OCSA), Saint Elizabeth Health Care (SEHC), VHA Home HealthCare and VON Canada (Victorian Order of Nurses)

The Journey Con't

- **HealthForceOntario ALIVE**
- **Evaluation of a leadership intervention for implementing recommendations for nursing care for people with diabetes and foot ulcers in community nursing practice**
- **Continue to study transformational leadership**
- **Supporting the expansion of the leadership study to forward evidenced informed decision making**.

Questions