



**MOUNT SINAI HOSPITAL**  
Joseph and Wolf Lebovic Health Complex



# Developing Frontline Nurse Leadership

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# Agenda

- The Journey to Developing Frontline Nurse Leaders
- Establishing a Forum for Leadership Development
- The Clinical Resource Nurse Workshop
- Successes/Achievements
- Challenges & Lessons Learned
- Next steps
- Important contributors

# The Journey to Developing Frontline Nurse Leaders

## Influence of the Dorothy M. Wylie Leadership Institute

- Introduction to Kouzes and Posner's 5 practices for leadership
  - Challenging the Process
  - Inspiring a Shared Vision
  - Enabling Others to Act
  - Modeling the Way
  - Encouraging the Heart
- Group work - Developing a Project plan

# The Journey to Developing Frontline Nurse Leaders

Overall goal: to support the development of frontline nurse leaders

## Background

- Varying degrees of frontline leaders across the hospital
  - Many titles - Team Leader, Charge Nurse, Resource Nurse etc.
  - Varying roles - TL with patient assignment vs. no assignment (usually in the specialty areas)

# The Journey to Developing Frontline Nurse Leaders

## Background cont'd

- Selection for the roles varied across units
  - Some pre-assigned to role or selected because most senior on shift
- Orientation process also varied within and across units
  - Usually occurred during a shift (the buddy method)
  - Focus on responsibilities for specific unit activities
  - Little focus on developing necessary leadership competencies

# The Journey to Developing Frontline Nurse Leaders

## Background cont'd

- Challenges for staff
  - Many feeling inadequately prepared for the leadership role
  - Difficulty managing some challenging situations (conflict, decision making etc.)
  - Increased workload especially for TL with assignment
- Challenges for Managers
  - Recruiting and retaining staff for frontline nurse leadership
  - Significant time spent addressing day to day operational issues

# The Journey to Developing Frontline Nurse Leaders

## Other Observations

- Ongoing changes in the workforce (increased need for support for novice nurses)
- More complex patient care environment (patient characteristics, technology etc.)
- Increased focus on outcomes (clinical, financial etc.)
- Nurses may not be realizing their full potential for leadership

# The Journey to Developing Frontline Nurse Leaders

## Project Goals

- Establish a business case for the frontline nurse leader role without a patient assignment across all units
- Standardize the title for the frontline nurse leader (TL, Charge Nurse, Resource Nurse)
- Identify and develop leadership competencies common to all frontline nurse leaders at MSH
- Create a forum where nurses can share their ideas, and learn from each other, and other experts within the organization in developing leadership competencies



# Why Develop Frontline Nurse Leaders?

- Leadership - an important CNO Professional Standard
- Nurses are seen as leaders
- Frontline nurses work 24/7 & are in decision making/leadership roles
- Succession planning - promoting from within
- A dynamic, autonomous work environment
- Benefits of empowering frontline nurses

# Developing Frontline Nurse Leaders

## Guiding Principles:

- Developing frontline nurse leaders must be proactive and deliberate
- “Pay it forward” approach - importance of mentoring frontline nurse leaders so that they will become strong mentors for others

# Developing the CRN Workshop

Determining the content for the workshop

- Informal survey of staff and unit managers
- Question - what do nurses need in a workshop to assist them in developing in their roles as frontline leaders?

# Developing the CRN Workshop

## Identified learning needs of frontline nurses

- Understand the role of the clinical resource nurse
- Learn or develop the required competencies for CRN role
- Learn effective conflict resolution skills
- Improve understanding of risk management
- Managing challenging ethical and other situations

# Developing the CRN Workshop

How do you create a forum to facilitate meaningful leadership development for frontline nurses?

Such forum needs to allow for sufficient time for nurses to discuss their concerns and the opportunity to begin to build their capacity for effective leadership

# Developing the CRN Workshop

## Plan: Create a 3 day workshop

- Begin with 2 consecutive days
  - Must be interactive & flexible
  - Include didactic & practical components
  - High energy
- Followed by a 3<sup>rd</sup> day (3-6 months later)  
(Reasonable time to learn how content and competencies are being applied, and identify ongoing learning needs for frontline nurses)

# Developing the CRN Workshop

- Use existing workshop forum – SINAI CARE
- Use of internal resources (to introduce resources and build expertise)
  - Frontline Nurse Managers & CNS
  - Chair – Clinical Ethics Committee (Nursing expert in ethical issues confronting nurses)
  - Risk Manager

# Developing the CRN Workshop

## Other internal resources

- Privacy Officer
- Human Rights & Diversity Officer
- Frontline Nurses (opportunity to share & learn from each other)



# Developing the CRN Workshop

## Who should attend?

- Open to any nurse in a frontline leadership role (i.e. TL, Charge Nurse etc.)
- Any nurse who aspires to frontline nurse leadership
- Others as supported by unit managers

# CRN Workshop Content

## The First 2 Days ....

- Understanding the environmental Context
  - corporate agenda
  - Mission/visions for Nursing Dept.
- Understanding CNO professional Standards
- Universal role components for the CRN

# CRN Workshop Content

- Developing & applying leadership competencies
  - Kouzes & Posner's 5 leadership practices
    - Challenging the process
    - Inspiring a shared vision
    - Enabling others to act
    - Modeling the way
    - Encouraging the heart
- Understanding risk management & effective use of the privacy officer

# CRN Workshop Content

- Nursing ethics & the CRN role
- Positive conflict resolution & understanding own style for resolving conflicts
- Incorporating Patient & Family Centered Care philosophy in practice
- Managing challenging patient and family situations

# CRN Workshop Content

## The 3<sup>rd</sup> Day F/U

- Discussed most valuable aspect of previous workshop and application to practice
- Define ongoing learning needs
- Review Professional Standards, relevant Legislations, other organizational policies (Workplace safety etc.) relevant to own practice/role

# CRN Workshop Content

## The 3<sup>rd</sup> Day F/U cont'd

- Strategies for effective leadership
- Discussion with the Risk Manager
- Role of the Nursing Clinical Manager & collaboration with the CRN
- Emphasis on learning about & accessing resources & supports

\*\* process is interactive - use of case studies & problem solving throughout

# Successes to Date

## Since 2005:

- Eight 2-day workshops offered to date
- 154 staff nurses have attended from units across the hospital
- 2 follow-up workshops to date (33 participants)

# Successes to Date

## Staff & Manager feedback

- Overwhelmingly positive
- 3<sup>rd</sup> day workshops reflected growth in staff
  - Better conflict resolution skills & sense of ownership for getting issues resolved
  - Better understanding of their role as a frontline nurse leader



# Challenges & Lessons Learned

- Resources for coordinating & facilitating workshops
- Process for generating interest
- Commitment to 3<sup>rd</sup> Day follow-up is a challenge
- High energy required of facilitators – need to actively engage everyone

# Next Steps

- Secure additional resource from Nursing Leadership – recent commitment from NUA & CNS
- Fine tune process for engaging frontline staff in a consistent manner especially for 3<sup>rd</sup> Day f/u
- Continue to develop workshop and explore opportunities to formalize link with ongoing mentoring at the unit level & beyond

# Important Contributors

- Jane Irwin & Ana Grandic (admin support)
- Jocelyn Bennett (Program Director- Acute & Chronic Medicine)
- Marylin Kanee (HRD officer)
- Kim Parker (Risk Manager)
- Jodi Butts (Privacy Officer)
- Karen Meadwell (NUA - L&D)



Questions?

