

Within Every Nurse There is a Leader...

Developing your
Organization's
Future Nurse
Leaders.

Introduction

- Health care organizations are struggling to fill leadership positions.
- Recruiting skilled, experienced and qualified nursing staff to fill leadership roles is bound to become more difficult as we head into what will be a devastating nursing shortage.

Through succession
planning initiatives,
organizations need
to start planning for
their future now...

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- This presentation will describe how a rural health care organization used secondment in nursing leadership positions as a form of succession planning for future leadership positions.

We will describe how the benefits of secondments are triangulated:

- to patient care
- the organization
- individuals involved

Background: AMGH



- 54 bed hospital based in a rural community
- Recruitment is difficult: most nursing staff employed within the organization are from the area
- 5 rural hospitals within Huron County

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- Currently 5 full-time nursing unit leaders within the organization
 - All 5 unit leaders could retire in the next 5 years

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- Fire and Life Safety Renovations required temporary closure of beds, creating a surplus of nursing staff
 - This provided the organization with an opportunity to trial Secondment positions
 - Positions posted
 - Successful candidates: 2 Medical/ICU nurses

Secondment Positions

Position 1: RN Special Projects

-Safer Healthcare Now! Initiative
and Patient Safety

Position 2: RN, Special Projects

-Recruitment and Retention
Strategy

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- Successful candidates reported to the Chief Nursing Executive
 - Took part in Clinical Leadership events
 - Worked collaboratively on a number of projects, however also had individual responsibilities
 - Patient care was priority, and staff were transferred back to their clinical posts as needed

Benefits to Patient Care

- Patient Safety Initiatives
- Completion and updating of patient hand-outs
- Participation in Occupational Health and Infection Control initiatives
- Staff Education
- Policy Developments

Benefits to the Organization

- Administrative support with two clinically knowledgeable staff able to assist in projects
- Patient Care Improvements
- Nursing Recruitment and Retention Program Developed
- Participation in Community Events

Benefits to the Organization

- Increased Nursing Representation on various committees
- Value of Nursing input realized, resulting in another Secondment position (Accreditation Coordinator)

Benefits to the Individuals Involved

- Growth and Development
- Leadership Development
- Motivation
- Increased job satisfaction
- Desire and confidence to pursue future leadership positions
- Skill sets increased

Accomplishments

- AMGH became first hospital to submit online data to the Safer Healthcare Now! Initiative
- IMPLC: successful funding application
- Critical Care Nurse Training Fund: successful funding application
- Healthkick Huron Involvement

Accomplishments

- Trillium Gift of Life: Eye Enucleation Training Completed
- FMEA around Medication Transcribing Completed
- First time attendance to Nursing Recruitment Events
- Hosted first Nursing Student Open House

Accomplishments

- Nursing Leadership Network
Abstract Presentation

Posting Secondments

- Prior to posting, develop clear outline of position responsibilities / expectations
- Develop process for seconding tasks to successful candidates
- Communicate information to all staff
- Work collaboratively with corresponding union
- Develop process for reporting / meeting with director

Conclusion

- Secondment in nursing leadership positions can be a creative way for health care organizations to increase the capacity within their staff nurses as a form of succession planning for future leadership positions.

Questions?

Thank-you!
