

Collaborative Working Relationships Among Clinical Managers and Advanced Practice Nurse

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Organization

SCO Health Service:

- Total of 810 RNS and RPNS
- Unionized environment
- Average age: 47 years
- Average Seniority: 14 years
- Multi - sites

Rehabilitation

- Geriatric Service (60 beds) UM KG
- Stroke Service (30 beds)
- NMSK Service (8 beds)

The Changes:

- Total Work Redesign
 - Addition of unregulated staff
 - Reduction of professional staff
- Care Model
 - Replace modular nursing care delivery
 - RN responsible for group of patients, RPNs report with Autonomous Collaborative Care Delivery
 - Patient care assignments are related to scope of practice of each category of nurse
- Shift Rotation
- Documentation System

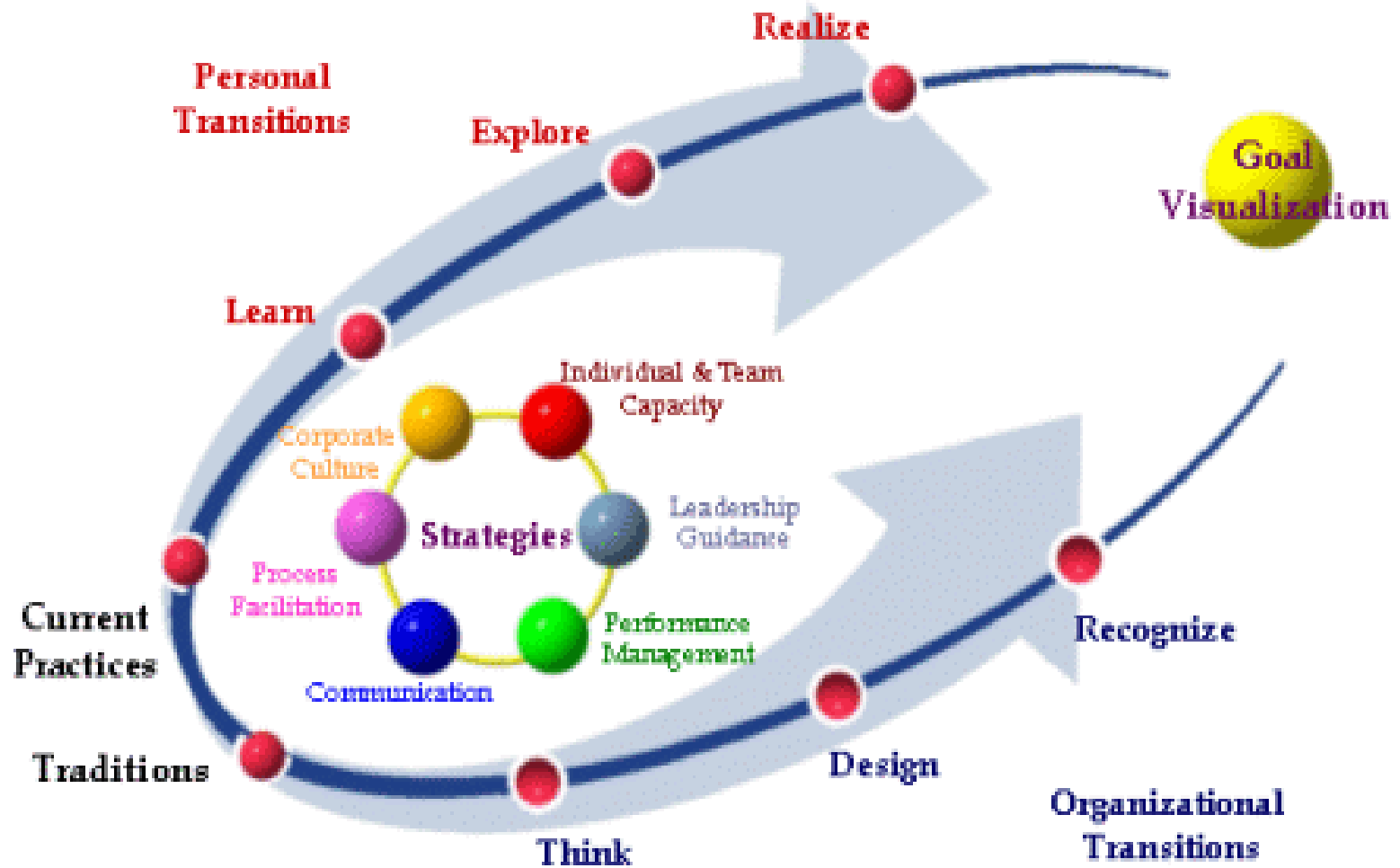
Change Management

In thinking about what is meant by “change management”, at least four basic definitions come to mind:

1. The task of managing change
2. An area of professional practice
3. A body of knowledge
4. A control mechanism

CHANGE MANAGEMENT

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Corporate
Culture

Individual &
Team Capacity

Leadership
Guidance

Strategies

Performance
Management

Process
Facilitation

Communication

Clinical Manager

- Ensuring safe quality care for patients and families
- Operational accountability
- Fiscal accountability
- Ensuring competencies of all professionals and performance appraisal
- Fostering quality of work for employees
- Risk management
- Implementing strategic directives
- Networking with key internal and external partners

Advanced Practice Nurse

- Improve clinical outcomes for selected patient populations
- Professional nursing practice
- Professional development of staff
- Ensuring competencies of nurses
- Efficient resource utilization and effective leadership
- Best Practice Guidelines
- Research
- Demonstrates knowledge and skill in coalition building
- Advising managers of trends in practice, research
- Implementing strategic directions

Individual & Team Capacity

TWR & ACCM Working Group

Expectations:

Individual

- All staff to work to full scope of practice
- Continuing Education

Teams

- Interprofessional
- Focus on patient care needs for rehabilitation and discharge planning
- Acceptance and integration of unregulated health care personnel

Corporate Culture

- Vision
 - Recognition as a provider of exemplary care
- Mission
 - Committed to improving the quality of life of our clients
- Values
 - Respect, Compassion, Learning,
Accountability, and Collaboration

Leadership Guidance

- Directed by strategic plan

Collaborative Roles

- Clinical Managers
- Advanced Practice Nurse
- Practice Support Nurse



Performance Management

- Collaboration of **Clinical Managers** and **Advanced Practice Nurse**
 - Identifying new skills that staff will require
 - Determining education needs
 - Lack of knowledge vs. performance
 - Providing education
 - Formal classroom (**Selection of staff**)
 - Formal program / unit in services (**Compulsory, Specific**)
 - Informal unit sessions (**Just in time**)

Communication

- Clinical managers and APN, PSN
- Program / Unit communication
 - Unit communication books
 - Staff meetings
 - Email
 - Infonet
 - Bulletin Boards (Paper)
 - Informal communications (Whisper Campaigns)

Process Facilitation

Total Work Redesign and Care Model Working Group

- Rounds lists
- Assignment Sheets (continuity of care)
- Admission processes
- Work Routines
- Documentation – Health Record
 - physicians' book; allied health book
- Unit Agenda

Thank you, Questions?



Coordinates of Speakers

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