camh Centre for Addiction and Mental Health

Developing Nurse Leaders: The Barford Advanced Practice Nursing Internship

NLN Conference, Toronto, March 27th 2015

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Objectives

1. Discuss challenges described in the literature and at CAMH around recruiting and preparing Advanced Practice Nurses
2. Describe the structure and development of the Barford Advanced Practice Nursing (APN) Internship
3. Discuss Intern's experiences in the APN Internship
4. Explore lessons learned regarding transitioning Interns into leadership roles

Organizational Challenges

- Difficulty recruiting specialized Advanced Practice Nurses and nursing leaders
- Strategic use of resources for staff development
- Complex mental health and addictions environment: patients facing multiple health challenges and diagnoses
- Need nursing leaders who can transform mental health and addictions care to meet our health care reality

Themes from the Literature: Challenges

- Inconsistent Advanced Practice and leadership orientation programs for novice Master's prepared nurses
- Learning needs are unidentified and unmet
- Lack of role clarity
- Challenges with integration
- Difficulties operationalizing role
- Lack of formal and informal mentors

The Barford Advanced Practice Nursing Internship

- Part of a larger CAMH Foundation scholarship program funded by the Barford family
- Six month paid internship following completion of Master's degree
- Select scholars complete internships based on their area of interest, focus of study, and organizational need
- Internship designed to help Interns demonstrate CNA Advanced Nursing Practice Competencies
- Significant mentorship component

Inaugural Internship Recipients

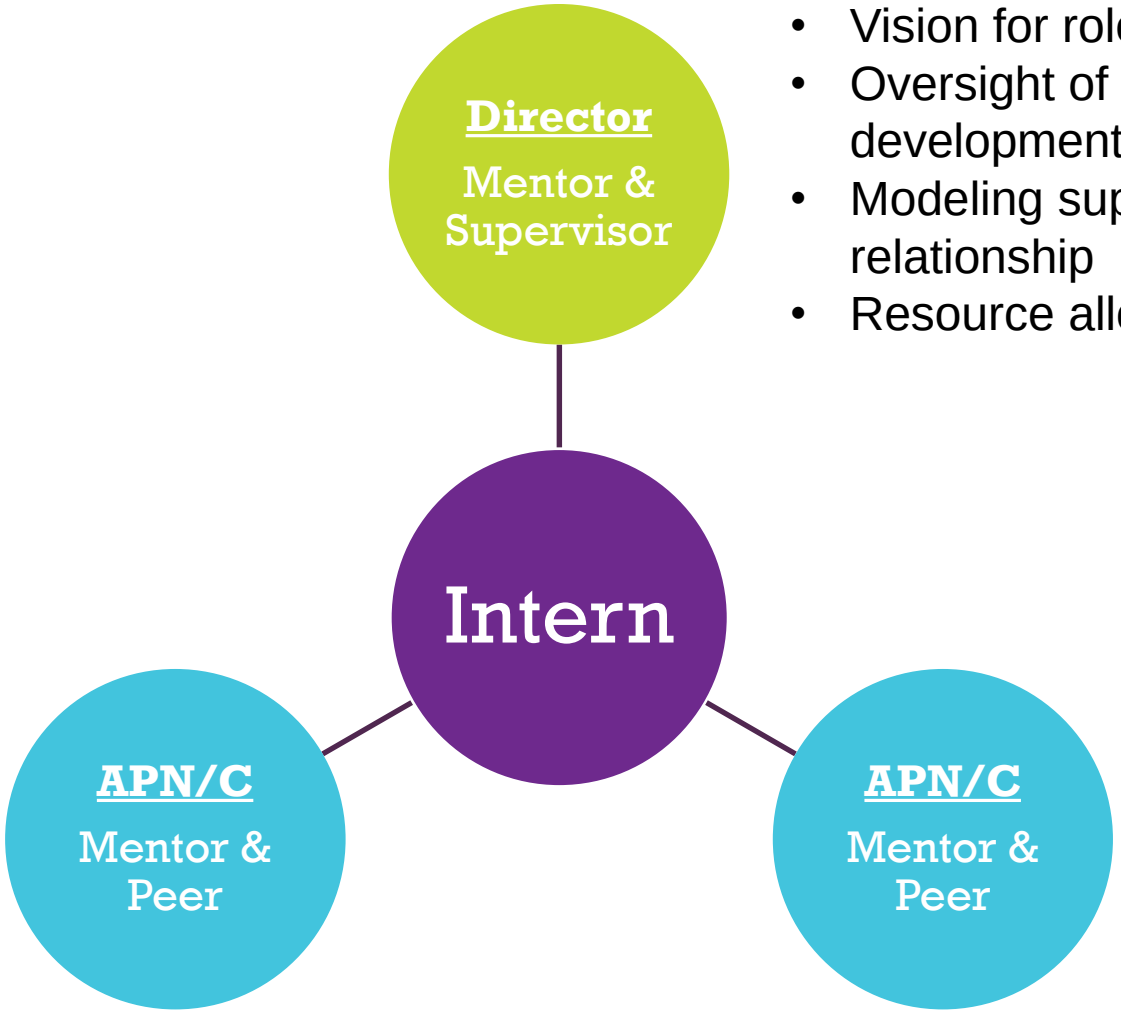
Kim Johnston, RN, MN; **Sara Ling**, RN, MN, CPMHN(C); **Elisabeth Nardi**, RN, MN

The Barford Internship Advisory Committee

- Consists of selected nursing and interprofessional leaders
- Establishes deliverables related to the CNA Advanced Nursing Practice Competencies
- Creates supervision/mentorship and support plan
- Reviews progress of the Interns' role development plans
- Problem-solving when issues arise

Mentoring Network

(Role Modeling, Socializing, Educating; Greene & Puetzer, 2002)



- Vision for role
- Oversight of role development plan
- Modeling supervisory relationship
- Resource allocation

- Role socialization
- Teaching
- Identifying learning opportunities
- Role modeling

Intern Role Development Plan

- Tool used by Advisory Committee to create competency and oversight plan
- Based on the CNA Advanced Nursing Practice Competencies
- Guides interns' activities, deliverables, and timelines
- Adapted to each intern based on individual learning needs and goals

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Barford Advanced Practice Nursing Internship
Individualized Role Development Plan*

This internship provided an opportunity to further develop and establish knowledge, skills, and judgment related to the CNA categories of competencies: advanced clinical practice, consultation, research and scholarship, education and leadership.

Name of Intern: Sara Ling
Internship Timeframe: September 14, 2014 to March 14, 2015
Name of Supervisor: Margaret Gehrs

Competency Objectives: ADVANCED CLINICAL PRACTICE	Activities and Target Dates to Meet Competency Objectives	Mentor(s)	Resources/Supports
• Demonstrates advanced knowledge and synthesis of advanced nursing practice within a clinical specialty ***(Clinical specialty area to be developed for 2014-15 internship: Addictions and Concurrent Disorders Clinical Practice)***	• Completes online learning for selected addictions and concurrent disorders courses (1 or 2) that can lead to Concurrent Disorders Certificate • Concurrent Disorders core course (Fall 2014) • Interactions Between Psychiatric Medications and Drugs of Abuse course (January 2015) • Synthesizes key learnings for possible use as orientation tools (see Education Competency)	Mahreen Hasan/Linda Slodan	• Cost for online courses • Assistance in selecting relevant courses
• Works collaboratively with clinical staff to assess, plan, implement and evaluate clinical interventions	• Reviews the addictions and concurrent disorder assessment tools used in MAARS, ACST Addiction Services and Child and Youth Concurrent Disorders Services (Target Date: October 2014) • Provides an analysis of the tools and makes recommendations about clinical use and standardization across CAMH addictions and concurrent services (Target Date: November 2014) • Demonstrates use of assessment tools in selected clinical cases (Target Date: December 2014) • Engaging with team on MWS re: nursing documentation in I-CARE (Target Date: Ongoing)	Hillary Chan Alison Watson Kirstin Bindseil Cheryl Rolin Gilman	• Assistance from mentors in reviewing tools available in services • Assistance from mentors in identifying clinical scenarios for assessment experience • Inclusion in I-Care working group for IPOC/Team Reviews

Work Plan

- Working document developed by Intern
- Tracks details:
  - Activities
  - Progress
  - Outcomes
  - Evaluation
- Used to provide updates to mentors and Advisory Committee

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Advanced Practice Nursing Internship Work Plan

Intern: Sara Ling
Supervisor: Margaret Gehrs

APN Competency	Activity	Target Date	Action Items/Status
CLINICAL PRACTICE	• **Completes online learning for selected courses that can lead to Concurrent Disorders Certificate** • **Synthesizes key learnings for possible use as orientation tools (education competency)** • *Concurrent Disorders Core Course* • *Interactions Between Psychiatric Medications and Drugs of Abuse*	Ongoing Sept. – Dec. 2014 Jan. 2015	1) *Completed Concurrent Disorders Core Course* Dec. 12 2) Currently completing *Interactions* course
LEADERSHIP	• **Demonstrates active membership in ACSTP Quality Council**	Sept. 2014 - Ongoing	1) Attended meetings: Sept. 16, Oct. 21, Nov. 18, Jan. 20, Feb. 17
	• **Works collaboratively with the program team to develop, implement and evaluate an identified quality improvement initiative relevant to accreditation preparedness**	March 2015	1) Developing recommendations for post-fall head injury monitoring for accreditation materials (with Chris Uranis) 2) Ensuring client orientation packages are available on MWS and reminding staff to discuss these with clients as part of admission
RESEARCH & SCHOLARSHIP	• **Potential BPSO evaluation role (Smoking Cessation)** • *Re-introducing pilot teams (LGUB & LSUA) to motivational tool (wooden chips); surveying clients about tobacco use screening and staff's use of motivational tool*	Oct. 2014 - Feb. 2015	1) Developed handouts for staff re: use of the motivational tool 2) Contributed to the development of information sheet/client survey 3) Inservices complete for both pilot units – staff feedback compiled 4) Met with clients at community meetings on Jan. 8 & 9 – client feedback compiled 5) Assisting Kirstin & Sandra with preparation for publication, consulted with librarian re: updated literature search
EDUCATION	• **Delivers presentation on selected topic for Interprofessional Education Rounds** • *Delivered Best Practices in Care Planning & Preventing the Use of Restraints: Integrating Client Perspectives presentation* • *Presented Nurse as Researcher at NPC*	March 2015 Oct. 2014 Nov. 2014	1) Presenting at Education Rounds on March 3, 2015 (topic: Interactions Between Psychiatric Medications and Substances of Abuse)
CONSULTATION	• **Works collaboratively with mentor(s) to identify at least 2 consultation opportunities for complex clinical situations**	March 2015	1) Complex client scenario on MWS, received consults from geriatrics and ethics
	• **Observes clinical supervision and debriefs with mentor(s) regarding complex situations**	March 2015	1) Observing/participating in clinical supervision at AMS biweekly with Kirstin B.

Intern Experiences

- Developed and demonstrated Advanced Nursing Practice Competencies
- Best Practice Spotlight Organization (BPSO) Activities
- Clinical consultation
- Staff education and resource development
- Clinical tracers (Quality Improvement and Accreditation)
- Academic presentations

Lessons Learned: Interns

- Have specific goals
- Autonomy and prioritization
- Always request support or direction when needed
- Step outside comfort zone
- Relationship building is key
- Ask questions

Lessons Learned: Organizational Leadership

- Application of leadership and mentorship theory in internship design
- Situational leadership: individualized mentorship approach
- Importance of assessing developmental level
  - Competence
  - Confidence
- Importance of real-life leadership opportunities and experiences
- Coaching for resilience
- Overall goals: Increased knowledge, personal growth, protection and career advancement

Donors and Scholarship Recipients

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Acknowledgements

- The Barford Family
- CAMH Foundation
- Rani Srivastava
- Linda Slodan
- Mahreen Hasan
- Kirstin Bindseil
- Alison Watson
- Cheryl Rolin-Gilman
- Hillary Chan
- Marisa Tacconelli-Termine

+ Discussion