



Queensway Carleton Hospital

Leadership Development for Clinical Managers

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Outline

- ▶ Background
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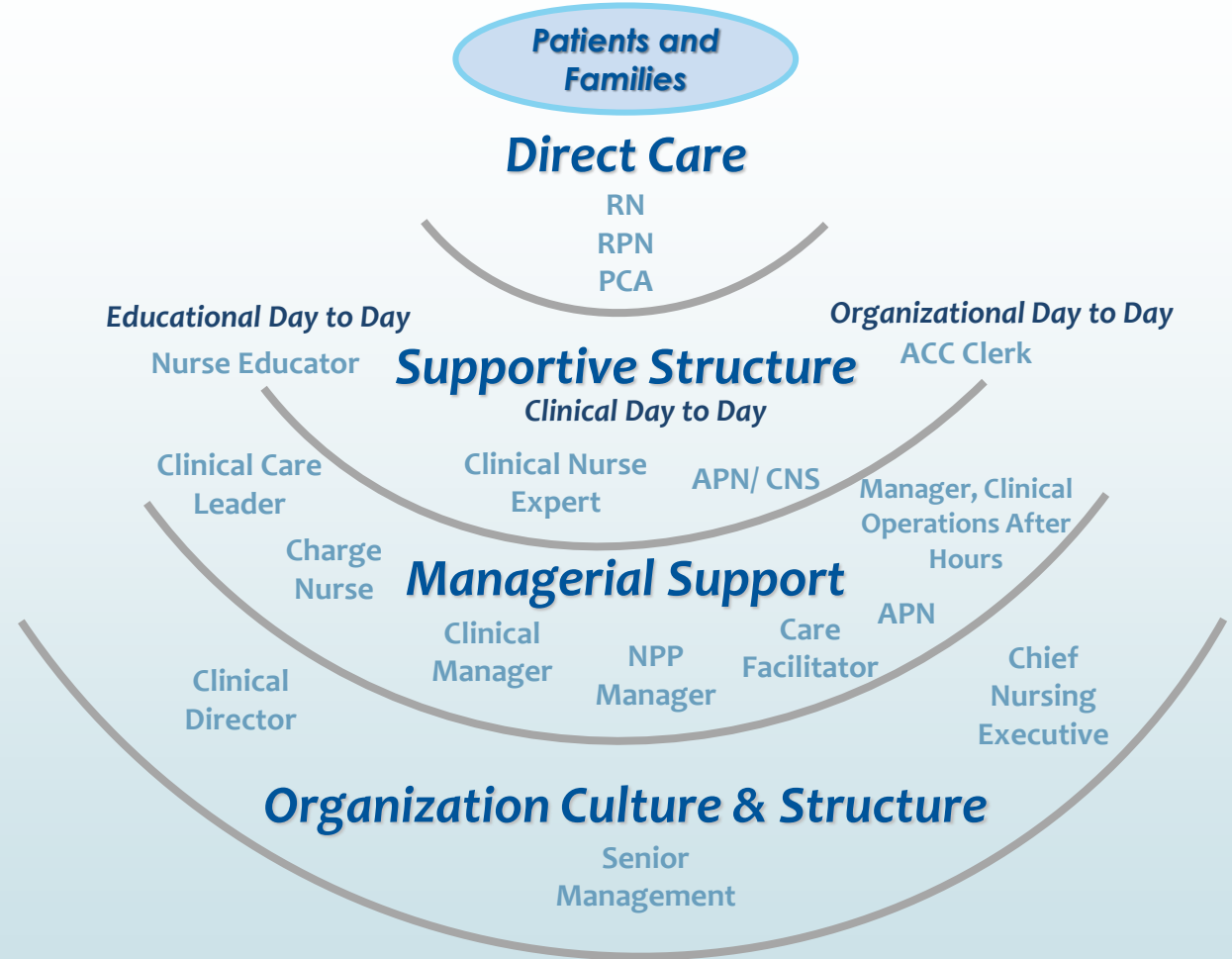
Background

- ▶ New Model of Nursing
 - ▶ Revisiting position descriptions
 - ▶ Feedback from nurses
- ▶ New Professional Practice Structure
 - ▶ Manager involvement in committees
- ▶ Nursing Leadership Retreat Findings
- ▶ New Leadership Orientation Program

New Model of Nursing

QCH-Model of Nursing Clinical Practice
(QCH-MoNCP)

- Tenets of the Model:
 - Full scope of practice
 - Autonomy
 - Accountability
 - Continuity of care
 - Patient / family involvement in decision-making
- New Position Description
- Span of Control Tool
- Unit-specific assessments



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Purpose



- Identify the expectations of the organization, within the context of a new care delivery model (QCH MoNCP), from Clinical Managers that would guide their onboarding, orientation, and professional development.
- Identify what processes and supports currently exist; assess for any gaps; and make recommendations for future orientation and professional development offerings.

Methodology

Document
analysis

Individual
interviews with
Clinical Managers

Direct
Observation



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Document Analysis – QCH-Related

- ▶ Report of the proceedings and recommendations from the First Annual Nursing Leadership Retreat that took place in Winter 2017
- ▶ Current Orientation Structure
- ▶ Proposed Manager Orientation and Professional Development by Human Resources and Organizational Development

Document Analysis – Model-Related

- ▶ Position description
- ▶ MoNCP Tools
 - ▶ Span of Control Tool
 - ▶ “A Day in the Life of a Clinical Manager”
- ▶ Self-assessments from the units that implemented MoNCP

MoNCP Guiding Principles

(Rodger,
2015)

- ▶ The Clinical Manager is responsible and accountable for:
 - ▶ Role modeling the values of the organization to team members
 - ▶ The alignment of unit performance with strategic organizational priorities
 - ▶ The care provided on the unit (including patient feedback)
 - ▶ The performance and engagement of individual members of the team
 - ▶ Fostering and supporting team spirit
 - ▶ Providing a regular communication structure with the team
 - ▶ The management of unit resources
- ▶ In short...
 - ▶ Being present, visible, and accountable for the care of the patients, performance of team members, and operations of the unit.



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Nurses shared that the Clinical Manager ought to:

1. Be visible, available, and approachable
2. Know the team members
3. Recruit, retain, and recognize team members
4. Role model and articulate the values of the organization to team members
5. Demonstrate and articulate clear expectations for interprofessional communication and professional and clinical practice
6. Understand, articulate, and support role definition and clarity for all members of the team
7. Develop and maintain a communication structure to allow for information sharing
8. Support intra- and inter-professional collaborative practice
9. Address concerns and complaints in a timely and appropriate manner
10. Advocate for needed resources and for the efficient use of those resources
11. Articulate and align the work of the unit/team with the strategic direction of the organization, while ensuring patient centeredness



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Interviews with Clinical Managers

- ▶ Four Interviews: Medicine, Surgery, and Specialty Programs
- ▶ Purpose: Their perspective regarding Orientation and Professional Development needs and opportunities
- ▶ Themes:
 - ▶ Current Orientation
 - ▶ Continuous Performance Development
 - ▶ QCH MoNCP
 - ▶ Other



Direct Observations

- ▶ Observation of:
 - ▶ Huddles
 - ▶ Unit Leadership Team Meetings
 - ▶ Status Exchanges between Clinical Managers and Clinical Directors
- ▶ Field Notes
- ▶ Thematic Analysis

SWOT Analysis - Strengths

- ▶ Clear role expectations outlined by the QCH MoNCP
- ▶ Strong Human Resources and Organizational Development team
- ▶ New Leadership Development program
- ▶ Strong CPI processes (huddles, standard work, status exchanges, etc.)



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SWOT Analysis - Weaknesses

- Lack of role clarity at the program/unit level, leading to an erosion of the role
- A Care Facilitator role that is eroding the autonomy and accountability of the Clinical Manager
- Inadequate current orientation program
- Compelling corporate priorities and committee involvement that pull the managers away from their unit and core business



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SWOT Analysis - Opportunities

- ▶ QCH MoNCP provides a framework for the role within the Managerial Support level, with focus on the patient care component
- ▶ Nursing Professional Practice can utilize CPI processes and MoNCP Tools to guide the day-to-day responsibilities of the Clinical Manager (A day in the life of a Clinical Manager)



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SWOT Analysis - Threats

- Looming Accreditation demands
- Fiscal constraints



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Conclusions



The orientation and continuing professional development offerings do not meet the learning needs of the Clinical Managers.



The learning needs of Clinical Managers are not currently being assessed on a regular basis.



The QCH MoNCP is considered the foundation for nurses, and thus, Clinical Managers at QCH.



There continues to be a lack of role clarity around the Clinical Manager position and its accountabilities for patient experience and staff engagement.



The Clinical Managers face continuous pressure that pull them away from the core business.

Recommendations



Build an orientation program that is competency-based. Include an orientation with NPP.



Conduct a learning needs assessment of leaders on a regular basis.



Utilize the principles, framework and tools of the QCH MoNCP to set the vision and clarify the boundaries for the Clinical Manager role.



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Recommendations (Continued)



Limit the number of committees and focus the participation to engage managers in leading practice.



Hold nursing leadership retreats, and education sessions for Clinical Managers. Implement resulting recommendations.



Hold a visioning exercise with Clinical Managers & Clinical Directors to set the Vision for Nursing, staff engagement, and patient experience at QCH.



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Questions?

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