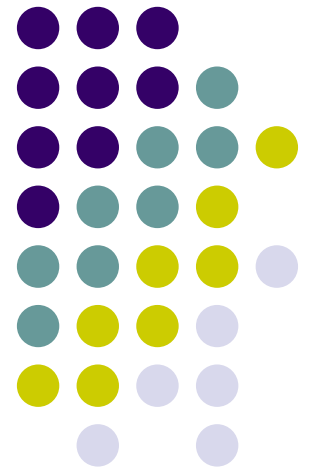


Diverse Approaches to Building Capacity for Leadership

Nursing Leadership Network
Toronto, March 2008.



Authors



Helga Bryant – Winnipeg Health Sciences

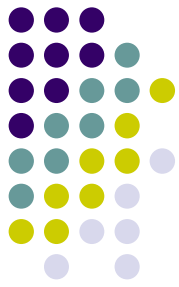
Edith Menzies – Annapolis Valley Health

Sheila Rankin – Annapolis Valley Health

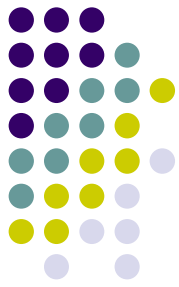
Julia Scott – Videre Leadership

Beverley Simpson – Videre Leadership

Acknowledgements



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- Cathy Rippin Sisler - WRHA
- Judith Skelton Green – Videre Leadership
- Brenda Stutsky - WRHA



- **Leadership is not a place, it's not a gene, and it's not a secret code that can't be deciphered by ordinary people. The truth is that leadership is an observable – and learnable - set of skills and abilities.”**

***Jim Kouzes and Barry Posner,
The Leadership Challenge***



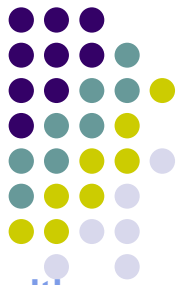
Videre Leadership

- DWNLI
- Health Leaders Institute
- Halton Health Services
- St Michael's Hospital
- Annapolis Valley Health
- Mental Health Centre Penetang
- HSC Leadership Institute

www.videre.ca

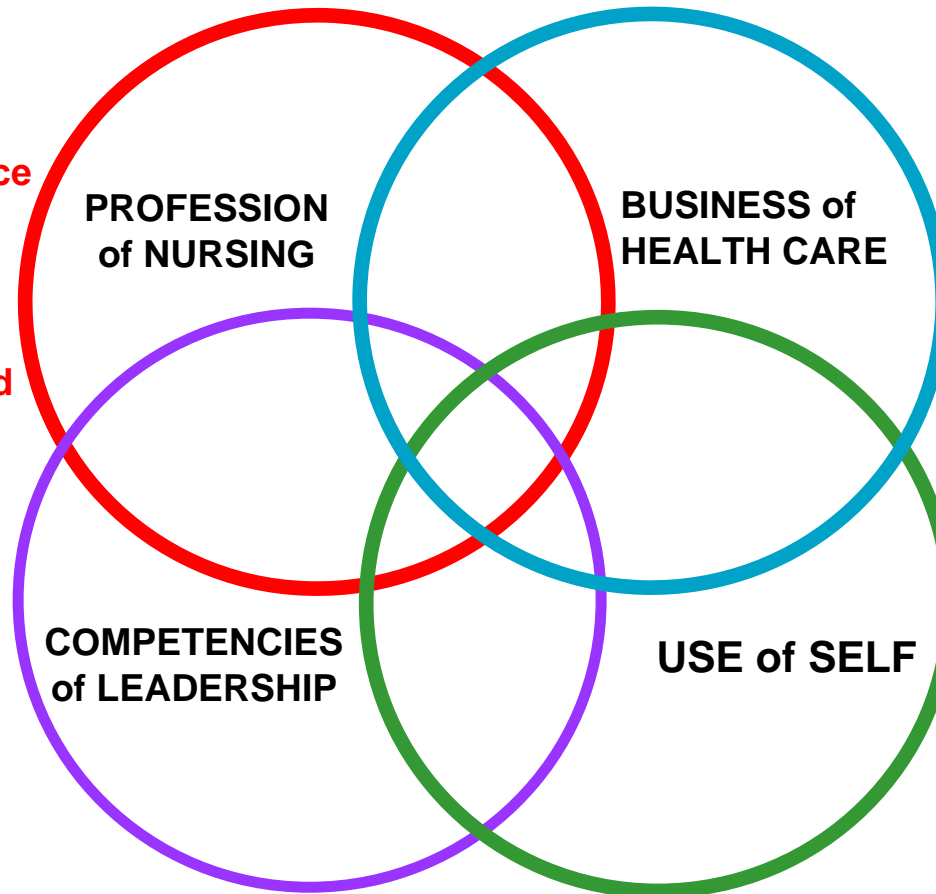
Dorothy M. Wylie Nursing Leadership Institute

– Conceptual Framework



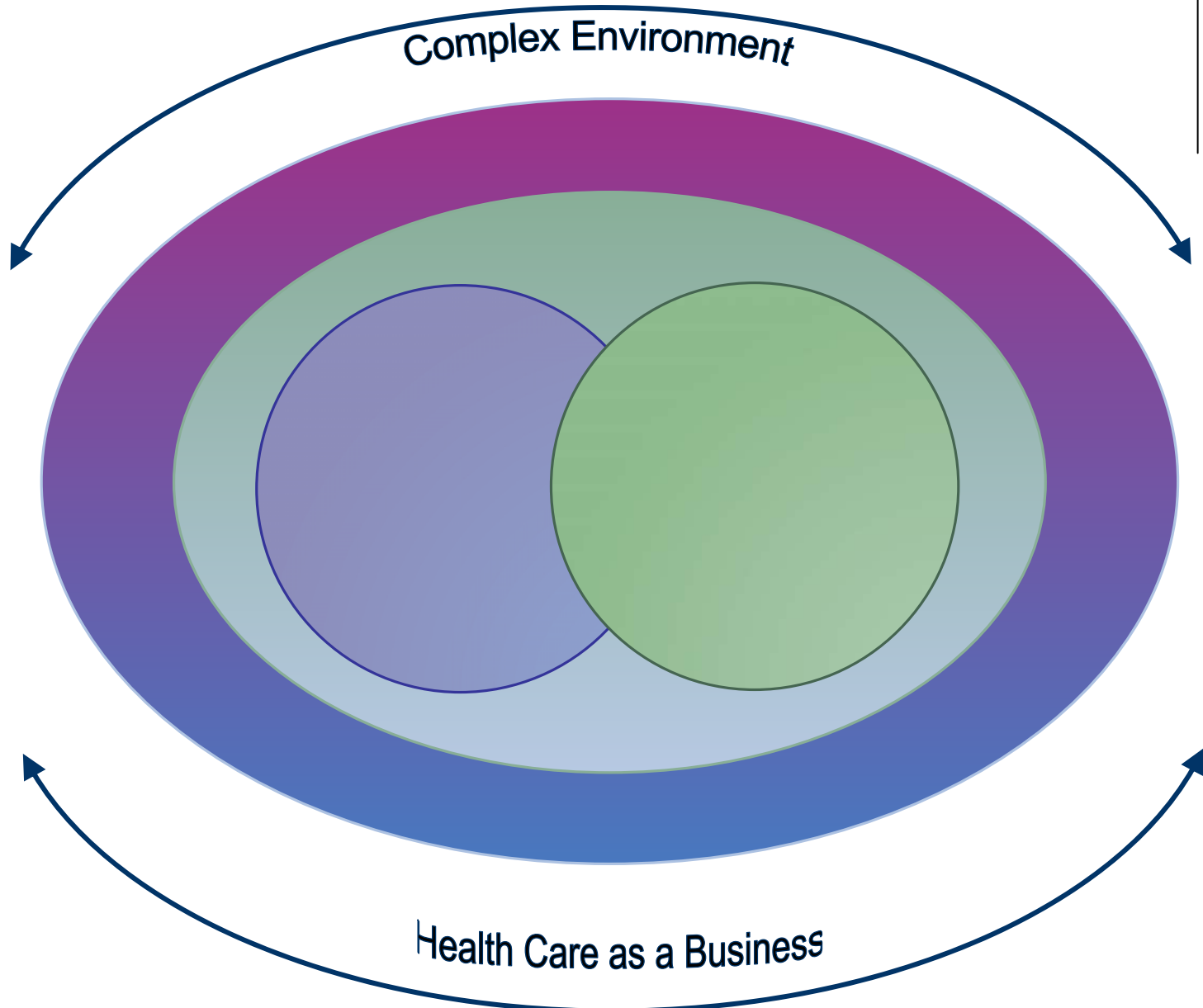
- Entry to Practice
- Scope of Practice
- Standards of Practice
- Practice Guidelines
- Maintenance of Competency
- Professionalism and Practice Settings

- Modelling the Way
- Inspiring Shared Vision
- Challenging the Process
- Enabling Others to Act
- Encouraging the Heart



- Political & Health Environment Knowledge
- Human & Organizational Behaviour
- Relationship Management
- Resource Management
- Results Management

- Emotional Intelligence
 - Self-Knowledge
 - Self-Management
 - Social Awareness
 - Relationship Management
- Lifelong Learning
- Work-life Balance



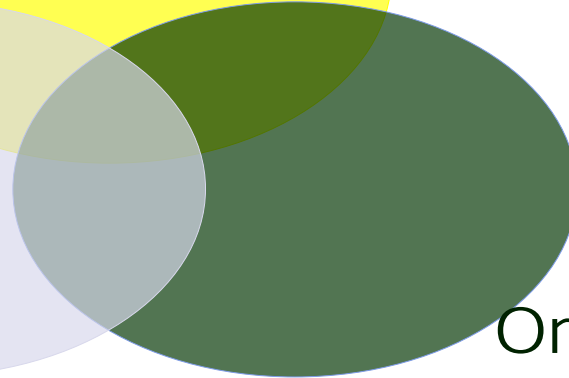
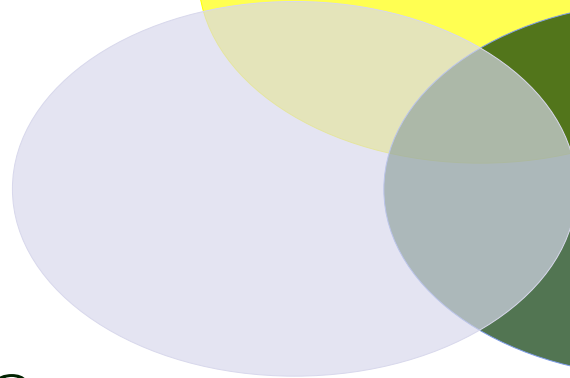
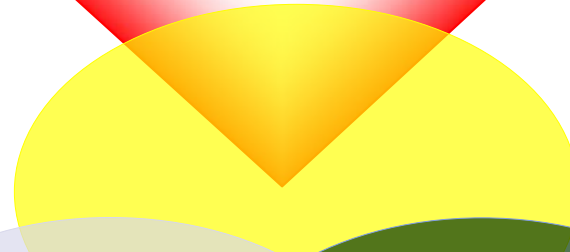


Organizational Health: Leadership Focus

Sheila Rankin & Edith Menzies

March 2008

Organizational Health Model



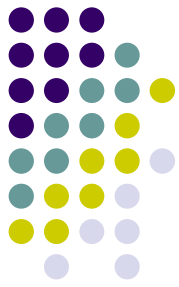
Leadership
Focus

Organizational
Focus



The Foundation

Organizational Health Definition



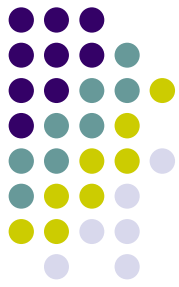
AVH Definition:

“The Integration of quality, health and safety through a focus on People, Leadership, and Organizational Systems, in order to achieve sustained organizational excellence”

Goal



- Focus on PEOPLE, LEADERSHIP and ORGANIZATIONAL STRUCTURES
- Integration and alignment of leadership philosophy, human resource management, learning and development, organizational health and safety with strategic planning
- Integration and alignment of policies, procedures, philosophies, principles and practices
- Creation of culture shift to integrate what we do and align who we are with how we do things around AVH



Leadership Focus

- Nursing Leadership
- Nursing/Human Resources Partnership
- Integration and Alignment
 - Career Assessment
 - Mentor Program
 - Recruitment
 - Selection
 - Performance
 - Communication Tools
 - Orientation

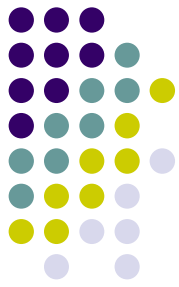


Program Development



- Living Leadership Action Team
- Defined Leadership Model – Kouzes and Posner
- Leadership Education
 - Leadership Practices Inventory
 - Introduction to the Model – Leadership Forum
 - Leadership Champions

Leadership Champions



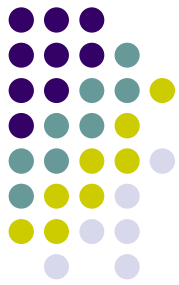
- Invitation
- Selection Criteria
- Development Opportunities: Retreat
- Demonstration and Integration of Practices
- Vision

Outcomes



- Knowledge and Capacity Building
- Integral part of Culture and Decision making
- Investment and Engagement at all Levels
- Improved Relationships
- Safe, Respectful, and Collaborative Work Environment
- Think Tank
- Stories

Data



Sick Time

Q1 – 2004	3.62%	2007	2.96%
Q2 – 2004	3.65%	2007	2.65%
Q3 – 2004	4.32%	2007	3.41%

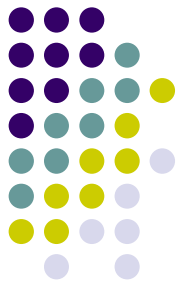
Time Loss Claims

2004	– 62 avg wks pd - 21
2007	– 42 avg wks pd - 6

Time Loss Claims Costs

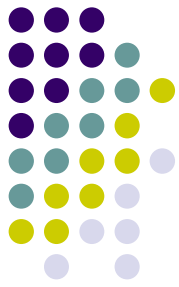
2004	- \$570,438.78
2006	- \$325,658.85

What's Next



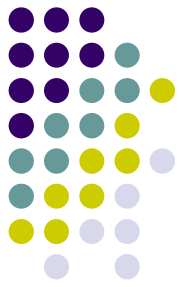
- Education for all Managers (Employees, Physicians)
- Expand Leadership Champions
- Continue to Build Capacity
- Formal and Informal Leaders
- Emerging Leaders
- Connected to Acknowledgement and Recognition

Leadership Focus



- Leadership Focus
 - Those who lead and manage the healthcare system and have the decision making power, and have the greatest opportunity to impact the health of the people and the system.





ORGANIZATIONAL HEALTH: Leadership Focus

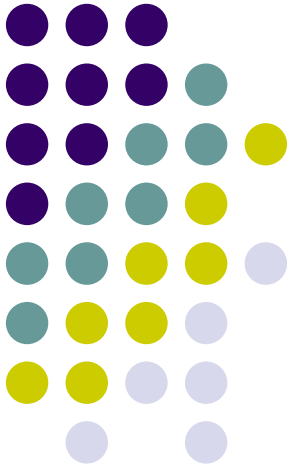
- It's about **how** we do our business



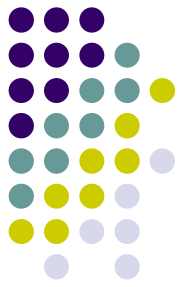
Leadership Development in the Winnipeg Regional Health Authority



Winnipeg Regional Health Authority Office régional de la santé de Winnipeg
Caring for Health À l'écoute de notre santé



Harnessing the Perfect Storm: Defying Gravity



- Leadership Void
- Passion for Leadership
- Nursing Leadership Structure in the WRHA
 - Professional Development Expectation
 - Program/Site Regional Model
- Leadership Framework for the Region
- ACTION!!!!!!!!!!!!

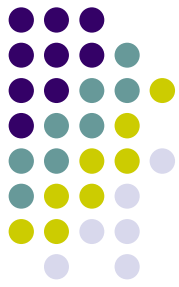


Winnipeg Regional
Health Authority

Caring for Health

Office régional de la
santé de Winnipeg

À l'écoute de notre santé



Harnessing the Energy

- Leadership Framework
- Support from Nursing Leadership Council
- Accountabilities
 - Personal, Professional, Organizational
- Web-site: <http://www.hsc.mb.ca/leadership>
- Academy
- All domains of nursing: Partnering and Synergy
 - Clinical practice; Research; Education; Administration



Winnipeg Regional
Health Authority

Caring for Health

Office régional de la
santé de Winnipeg

À l'écoute de notre santé



Nursing Leadership Development Program

Welcome to the Nursing Leadership Development Program website

The framework used in this work was originally developed for the Dorothy Wylie Nursing Leadership Institute. The original authors, Beverley Simpson, Judith Skelton-Green, Julia Scott, and Linda Lee O'Brien-Pallas have graciously allowed the adoption of the framework for the purposes of this work, and have provided critique and invaluable input into the Winnipeg Regional Health Authority (WRHA) Nursing Leadership Development Framework: An Operational Application.

Acknowledgements

The framework and website was made possible through the dedicated efforts of several individuals:

WRHA Nursing Leadership Council members:

Beth Brunsdon-Clark, Helga Bryant, Lori Embleton, Cathy Rippin-Sisler

Health Sciences Centre Winnipeg, Director, Nursing Education: Brenda Stutsky

WRHA e-Health Services Webmaster: Deck Reyes

[How Do I Start?](#)

[About the Framework](#)

[Self-Assessment](#)

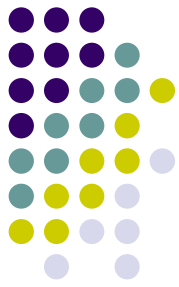
[Continuing
Competency](#)

[Ask/Tell Us](#)

[Links](#)

[Leadership Home](#)

Dreams the Way We Planned Them (or what next?)



- Academic relationships
- Research opportunities
- Clinical practice integration
- Administration capacity and sustainability



Winnipeg Regional
Health Authority

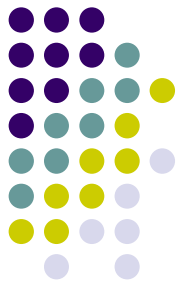
Caring for Health

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santé de Winnipeg

À l'écoute de notre santé

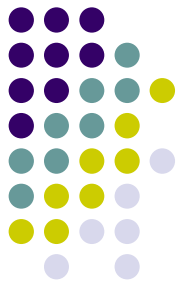


Facilitator Perspective



- What began as a vision, has become a reality
 - 13 Dorothy Wylie Nursing Leadership and 3 Health Leader Institutes - approximately 1500 attendees, coast to coast
 - Annapolis Valley and WRHC have taken it to the next level!
- Our next steps include
 - Continue to update our curriculum and model
 - Links between theory and practice
 - Experiential learning tools
 - Creation and ongoing development of learning communities
 - Support key employers in integrating and aligning leadership practice within the business of healthcare

Contact



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Edith Menzies - CNE, Annapolis Valley Health

Sheila Rankin – HR, Annapolis Valley Health

Julia Scott – Videre Leadership

Bev Simpson – Videre Leadership

www.videre.ca