Diverse Approaches
to Building Capacity
for Leadership

Nursing Leadership Network
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

- Beth Brunsden Clark - WRHA
- Lori Embleton - WRHA
- Janet Knox - AVH
- 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

**COMPETENCIES of LEADERSHIP**

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

**USE of SELF**
- Modelling the Way
- Inspiring Shared Vision
- Challenging the Process
- Enabling Others to Act
- Encouraging the Heart
- Emotional Intelligence
  - Self-Knowledge
  - Self-Management
  - Social Awareness
  - Relationship Management

**BUSINESS of HEALTH CARE**
- Political & Health Environment Knowledge
- Human & Organizational Behaviour
- Relationship Management
- Resource Management
- Results Management

**USE of SELF**
- Lifelong Learning
- Work-life Balance
Organizational Health: Leadership Focus

Sheila Rankin & Edith Menzies

March 2008
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
<table>
<thead>
<tr>
<th>Data</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sick Time</strong></td>
</tr>
<tr>
<td>Q1 – 2004 3.62%</td>
</tr>
<tr>
<td>Q2 – 2004 3.65%</td>
</tr>
<tr>
<td>Q3 – 2004 4.32%</td>
</tr>
<tr>
<td><strong>Time Loss Claims</strong></td>
</tr>
<tr>
<td>2004 – 62 avg wks pd - 21</td>
</tr>
<tr>
<td>2007 – 42 avg wks pd - 6</td>
</tr>
<tr>
<td><strong>Time Loss Claims Costs</strong></td>
</tr>
<tr>
<td>2004 - $570,438.78</td>
</tr>
<tr>
<td>2006 - $325,658.85</td>
</tr>
</tbody>
</table>
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

- 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
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!!!!!!!!!!
Use of Self

Business of Health Care

Competencies of Leadership

Educational Strategies
Knowing That
Knowing How

Use of Self

• Entry to Practice
• Scope of Practice
• Standards of Practice
• Practice Guidelines
• Maintenance & Cont. Competence
• Professionalism & Practice Settings

Competencies of Leadership

• Challenging the Process
• Inspiring a Shared Vision
• Enabling Others to Act
• Modeling the Way
• Encouraging the Heart

Educational Strategies

Knowing That

• Political & Health Environmental Knowledge
• Human & Organizational Behavior
• Relationship Management
• Resource Management
• Results Management

Knowing How

• Emotional Intelligence
• Life Long Learning
• Work-Life Balance

Business of Health Care

• Challenging the Process
• Inspiring a Shared Vision
• Enabling Others to Act
• Modeling the Way
• Encouraging the Heart

Business of Health Care

• Professionalism & Practice Settings

Use of Self

• Entry to Practice
• Scope of Practice
• Standards of Practice
• Practice Guidelines
• Maintenance & Cont. Competence
• Professionalism & Practice Settings
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
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
Dreams the Way We Planned Them (or what next?)

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

Helga Bryant – VP, HSC Winnipeg
Edith Menzies - CNE, Annapolis Valley Health
Sheila Rankin – HR, Annapolis Valley Health
Julia Scott – Videre Leadership
Bev Simpson – Videre Leadership

www.videre.ca