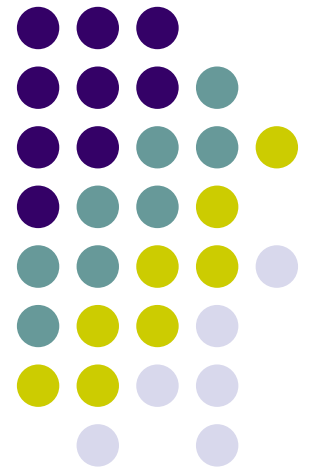
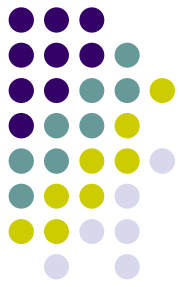


# Diverse Approaches to Building Capacity for Leadership

Nursing Leadership Network  
Toronto, March 2008.



# Authors



Helga Bryant – Winnipeg Health Sciences

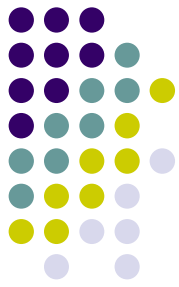
Edith Menzies – Annapolis Valley Health

Sheila Rankin – Annapolis Valley Health

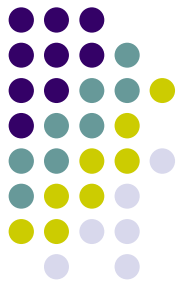
Julia Scott – Videre Leadership

Beverley Simpson – Videre Leadership

# Acknowledgements



- 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***



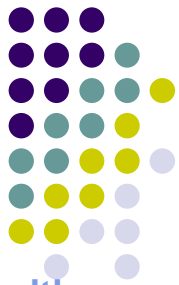
# Videre Leadership

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

[www.videre.ca](http://www.videre.ca)

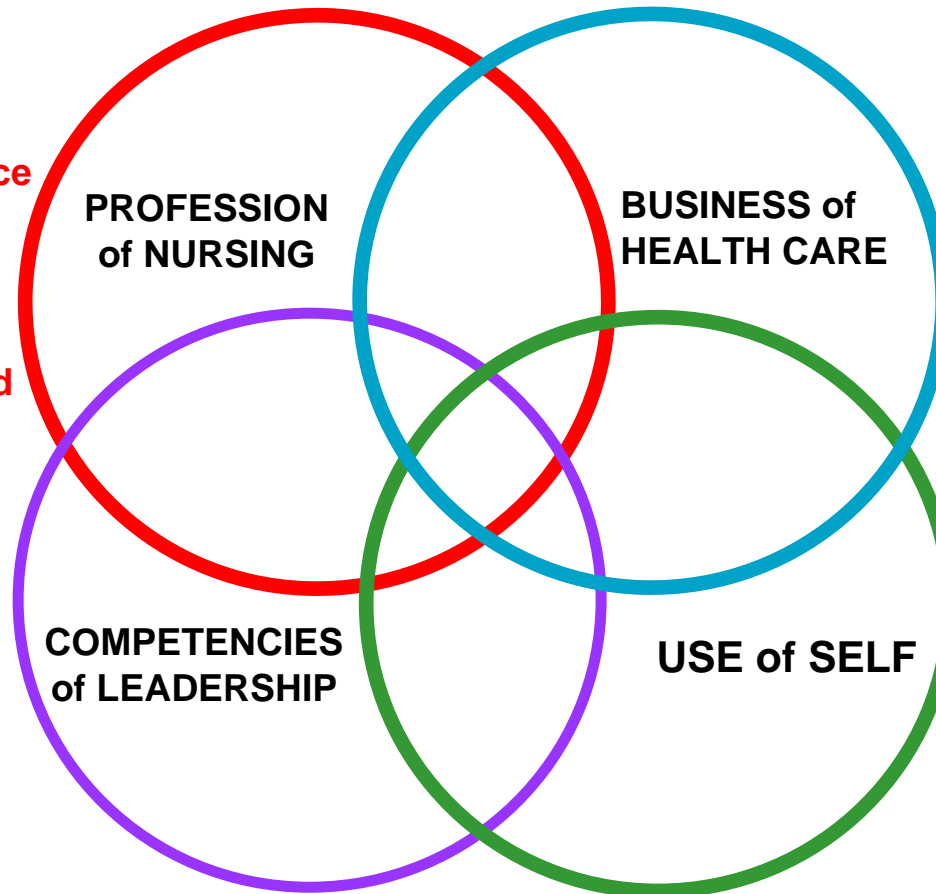
# Dorothy M. Wylie Nursing Leadership Institute

## – Conceptual Framework



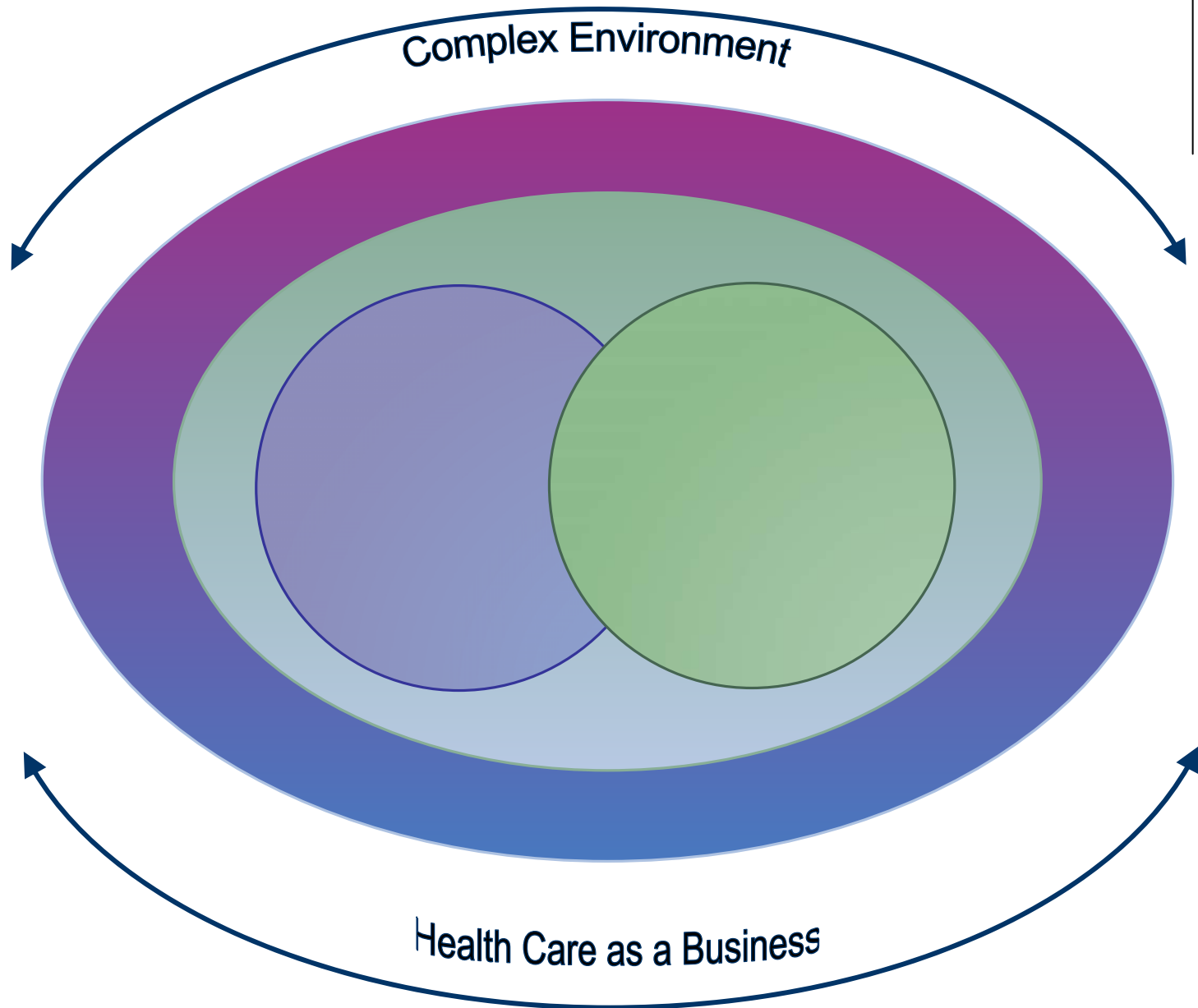
- Entry to Practice
- Scope of Practice
- Standards of Practice
- Practice Guidelines
- Maintenance of Competency
- Professionalism and Practice Settings

- 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





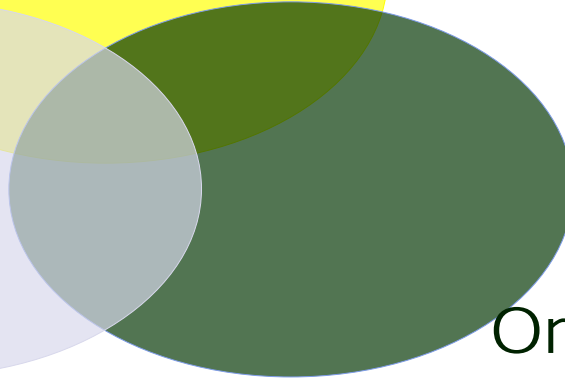
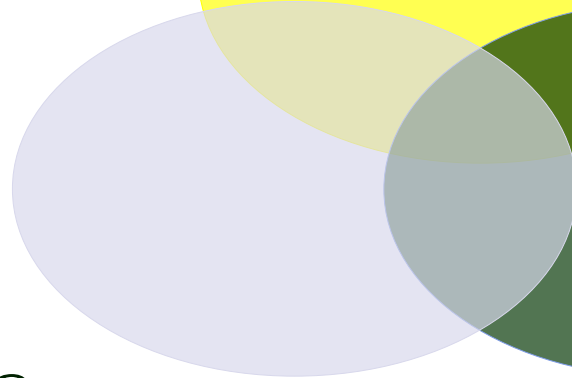
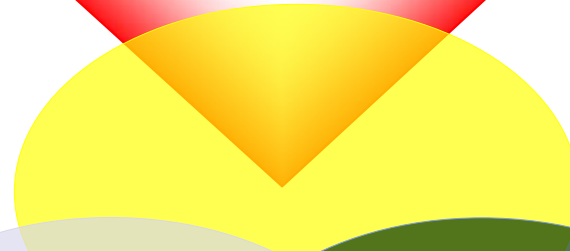
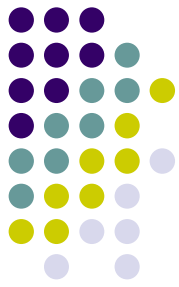
# Organizational Health: Leadership Focus

**Sheila Rankin & Edith Menzies**

**March 2008**

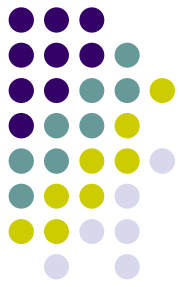


# Organizational Health Model



The Foundation

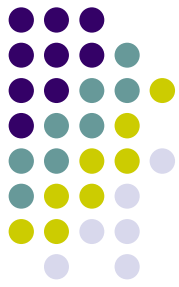
# Organizational Health Definition



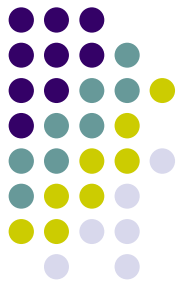
## AVH Definition:

“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

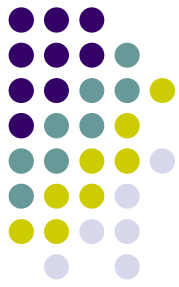


# Leadership Champions



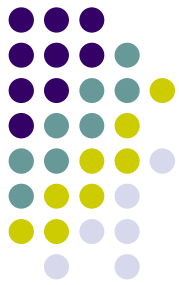
- Invitation
- Selection Criteria
- Development Opportunities: Retreat
- Demonstration and Integration of Practices
- Vision

# 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

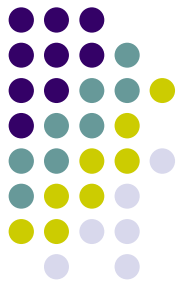
2004	– 62 avg wks pd - 21
2007	– 42 avg wks pd - 6

## Time Loss Claims Costs

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

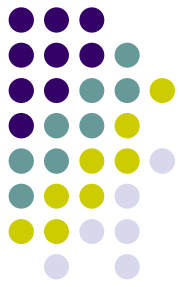


# What's Next



- 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

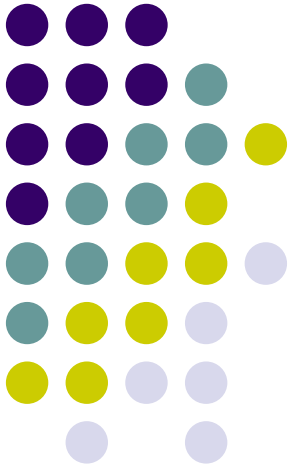


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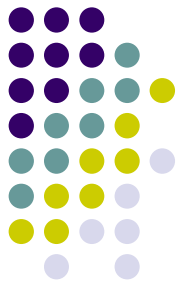
# Leadership Development in the Winnipeg Regional Health Authority



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

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# 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



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Health Authority

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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](#)

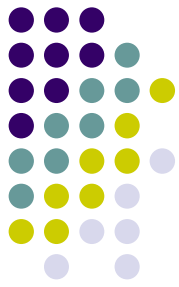
[Ask/Tell Us](#)

[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

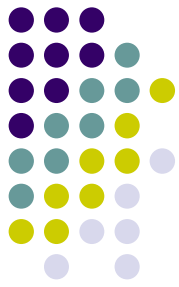
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# Facilitator Perspective



- 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](http://www.videre.ca)**