

Background

Nursing leadership is a vital component in the delivery of patient care. It shapes the profession, creates community, facilitates policies on mentoring and evidence-based practice and helps navigate change in challenging times. Effective leadership is important in all aspects of nursing — whether that nurse leader is an educator, developing future leaders, a researcher mentoring new researchers, an administrator and or manager providing support and guidance to staff, a point-of-care staff nurse providing exemplary care and sharing professional knowledge, or someone who provides direction and support to practice through policy development. (RNAO, 2013) BPG Developing and Sustaining Nursing Leadership. https://rnao.ca/sites/rnao-ca/files/LeadershipBPG_Booklet_Web_1.pdf

First level leaders in managerial roles in all sectors are critical to powering effective nursing teams at the unit/team level. RNAO is committed to enabling effective leader-managers through specialty professional development offerings and mentorship support targeted to sector specific cohorts of nurse leader-managers. This professional development offering is designed for managerial leaders to enhance key knowledge and skills necessary for their success in enabling goal achievement and powering of staff teams.

The first offering, for nurse-managers/administrators in long term care and in the hospital sector, commences September 14, 2022 and extends to December 14, 2022. The second offering, for nurse managers in home and community care and primary care, commences in January, 2023 with specific dates to be determined

Overall Outcome Objectives: RNAO Leadership and Management for Nurses Program

1. Enhance knowledge and skills in management and leadership as they apply to developing and supporting effective nursing teams in hospital and long-term care settings
2. Embrace critical components of RNAO's leadership framework fueling the need for personal supports for all leaders
3. Sharpen skills and knowledge related to the five (5) leadership behaviors of RNAO's leadership model
4. Appreciate the impact of the context of leadership and how it can be leveraged for effective leadership and management
5. Understand comprehensive outcomes of effective leader-managers and the work teams they lead and manage.
6. Utilize self-knowledge and regular self-assessment related to leadership and management behaviours to enable success as a leader-manager.
7. Choose to be a leader-manager in working with nursing teams in LTC or hospital settings— acute care, complex continuing care and rehabilitation.

Course Description and Methodology

This evidence-based, interactive program is offered over four day-long monthly sessions, with each half-day session addressing a key leadership theme. These key themes, listed below, are related to enhancing leadership and management knowledge and skills for nurse managers/administrators in long term care and hospital setting:

- leadership and management concepts and realities
- critical perspective and skill shifts occurring as one transitions to leadership management roles and across the management leadership continuum
- communication and trust as a seminal skill for leaders and managers
- powering staff and teams and cultivating learning systems
- leading change incorporating knowledge to action and social movement action frameworks
- the environment of nursing and health care embracing the quadruple aim in the context of the UN sustainable development goals
- incorporating personal strengths and resources in your leadership and management style.

All participants have the opportunity to engage in theory, discussion, application sessions and one on one mentoring with a mentor knowledgeable about their sector. For each program module, participants will have 1) preparatory work including prereading, activities and observations; 2) post session reflections and follow up; and 3) suggested approaches for working with their mentor related to the module content. Program content and preparatory and follow up work will be outlined in a course workbook. Mentors will have a toolkit to guide their engagement with the program participant.

Each of the modules is 3.5 hours in length, with two modules covered in each day long session. Each module consists of three components generally offered in 1-hour time-frames.

- 1) a webinar-based theory input session for all participants
- 2) a sector-specific webinar-based application and discussion session featuring speakers from the target sector, case study and analysis and discussion
- 3) a sector- and topic-specific small-group breakout sessions led by expert facilitators focusing on leading through day-to-day challenges and realities

1.5-hour webinar (everyone)

- Includes different speakers
- Introduction, Conceptual Model for Developing and Sustaining Leadership, 7 Seismic shifts for how managers become leaders, management vs leadership, self-assessment,

1 hour webinar (divide into 2 streams: Hospital Care and Long-Term Care sectors)

- Speakers from specific sectors will provide application of knowledge sessions
- Includes case studies, stories and examples

1 hour break out room discussions – networking/break out rooms

- Break out rooms with individuals divided into cohorts based on their sector
- Led by facilitators (experts) from the RNAO mentorship program or interest groups
- Through case presentations, discuss challenges and solutions related to the webinar theme/topic

A fourth component linked to each module, consists of individual mentorship meetings between mentee/mentor dyads who meet between sessions to discuss and work through application of theory in the mentee's own leadership situation.

Individual mentorship meetings

- Mentor/mentee dyads can meet in between sessions to discuss issues related to the leadership topics.

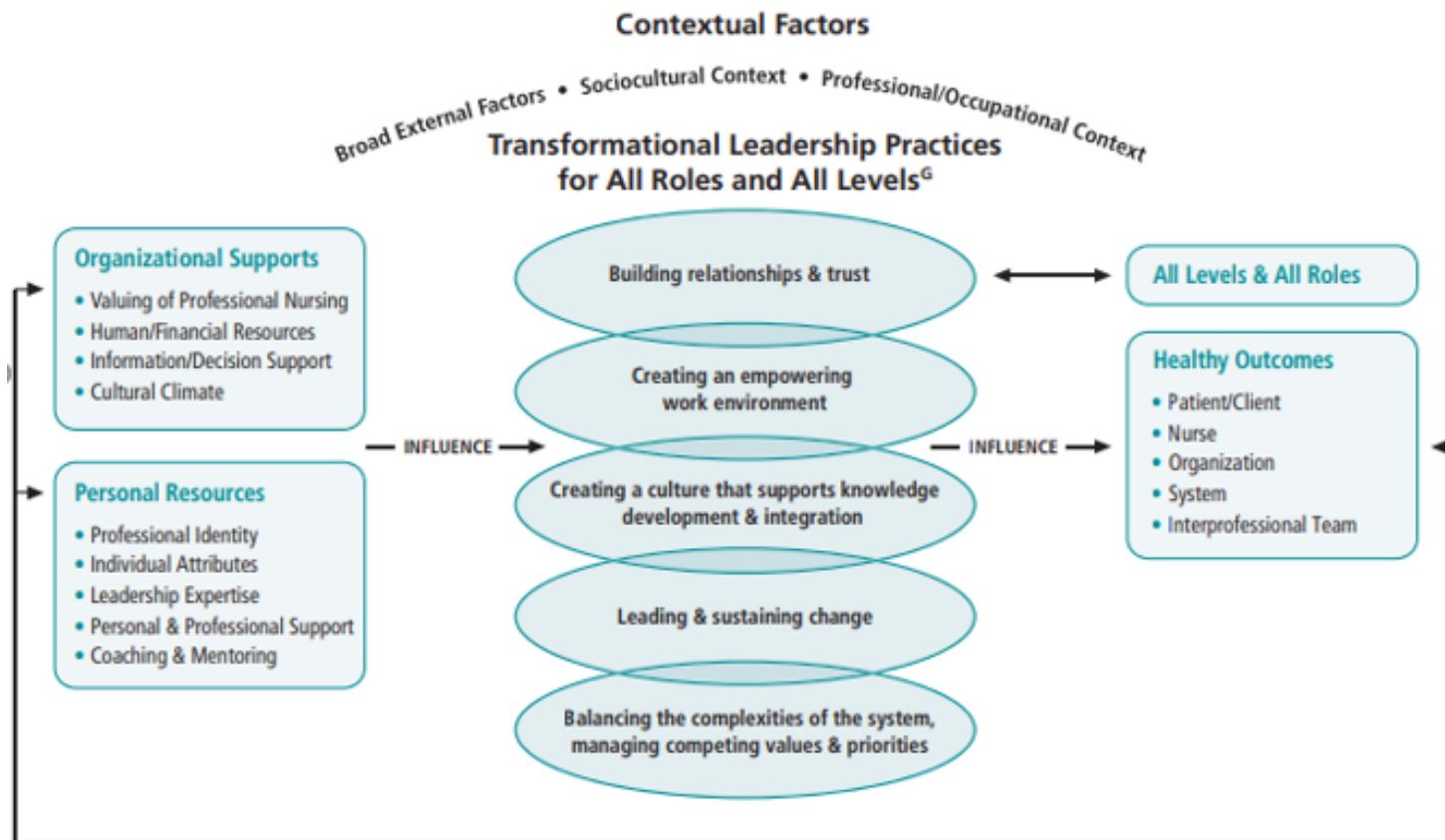
Admission Requirements

Admission is open to all RPNs, RNs and NPs and requirements include:

- Nurses in nurse manager or assistant director of care positions in an Ontario LTC setting, and in an Ontario hospital (acute or community hospital, complex continuing care or rehabilitation). Preference will be given to those currently in the role)
- Letter of intent indicating career goals as a nurse manager and overall leadership and management learning goals
- Letter of support from direct supervisor recommending candidate for the program and agreeing to provide 2 full days of release time once a month for four months from course commencement in September, 2022 to its conclusion in January, 2023, and to agree to provide necessary support to enable success as a nurse leader-manager.

Program Framework: RNAO Conceptual Model for Developing and Sustaining Leadership

RNAO Leadership Conceptual Model



https://rnao.ca/sites/rnao-ca/files/LeadershipBPG_Booklet_Web_1.pdf