



Interior Health

Professional Practice Office
Supporting Quality, Compassionate
& Ethical Practice

Next Generation Clinical Leadership: *an Innovative Program to Stimulate Cultural Change*

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Interior Health...



- 1/3 land mass of British Columbia
- Over
 - 18,000 staff
 - 5,000 clinical staff
 - 2,000 physicians
- 2 mountain ranges
- Services in 52 communities
- Acute care, Home/Community Care, Residential, Mental Health, Public Health, Primary Health Care etc...



Outline

- What is NGCL?
- Rationale
- The opportunity!
- Strategy
- Design / structure (not bums in seats!)
- Where are we today?





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What is NGCL?

- Personal leadership development
- “Front Line” clinical staff (some support staff)
- Formal / informal leadership roles
- Unionized staff
- Multiple disciplines
- All sectors



Rationale

“Leadership is an observable, learnable set of practices. Leadership is not something mystical and surreal that cannot be understood by ordinary people. Given the opportunity for feedback and practice, those with the desire and persistence to lead – make a difference – can substantially improve their abilities to do so.”

Kouzes and Posner, 1995



Rationale

- Quality work environments / Magnet Hospitals / patient safety – clinical leadership.
- Transformational leadership – lower turnover
- Communication, co-ordination and problem-solving/conflict management - key attributes of frontline nurse leaders - patient morbidity and mortality.
- Institute of Medicine Report - patient/client safety - organizations ...nurse leaders at all levels.
- Decentralized structures / increased span of control
- Managers less present, visible, available to direct care staff



The Opportunity

- First Line Leader roles
- Labor agreement (2006)
- Policy discussions / decisions



The Strategy

- Complex adaptive systems approach
- Influence as opposed to policy
- Capacity building
- “Surreptitious” change at the clinical practice level
- Principles of community development / engagement
- Passion transcending to sustainability
- Changing the culture one unit, program, service at a time



Design / Structure - Competencies

- demonstrate and model integrity and fairness
- empower, inspire and motivate others
- align team with organizational vision, values and objectives
- encourage self-directed learning
- build diversity
- demonstrate care, respect, and personal concern for others
- demonstrate effective leadership skills
- create a sense of presence and accessibility
- communicate effectively
- manage conflict effectively
- build, promote and model collaborative relationships and teamwork
- demonstrate passion and respect for nursing and quality patient care
- demonstrate role competence and accountability

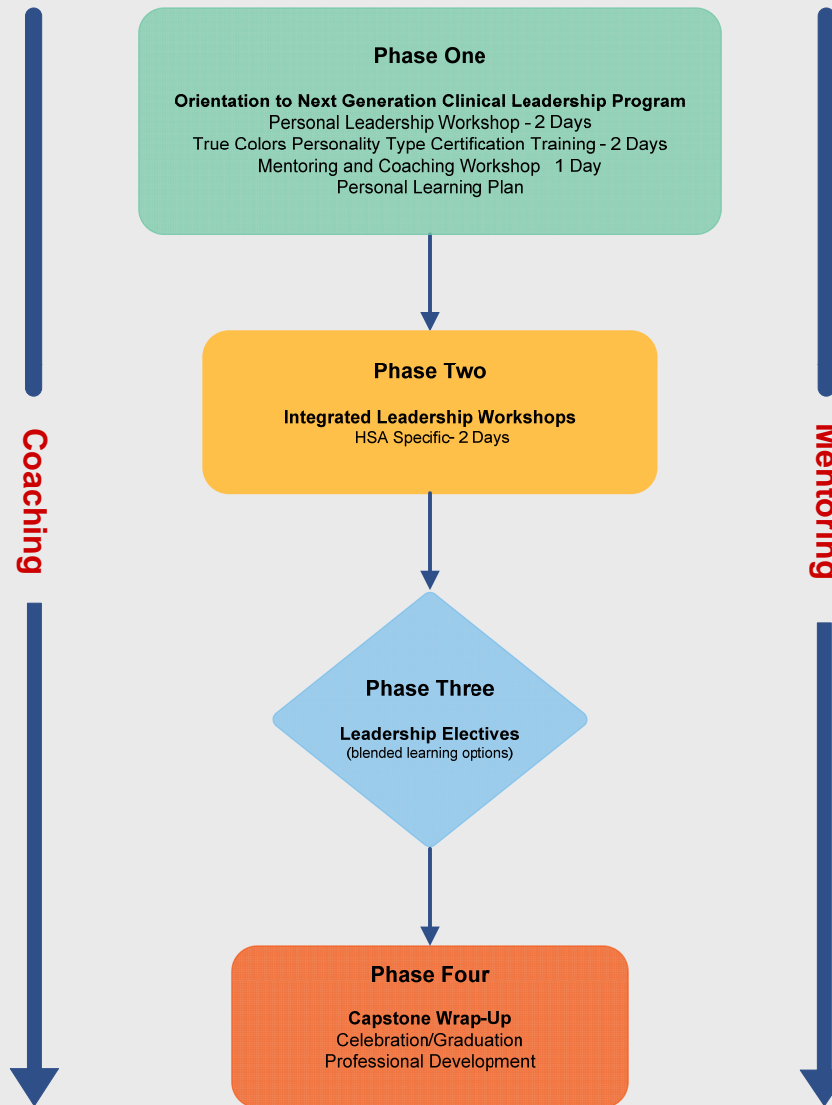


Design / Structure - Process

- 6-7 months commitment
- “Request for Participants” approach
- Principles of “engagement”
- Preparation of candidate and manager
- Residency
- Development of learning plan
- Stretch project
- Local workshops
- Critical mass
- Community of practice
- Capstone event
- Mentoring connection



Next Generation Clinical Leadership Program Model



Where Are We Today?

- High demand for program
- Limited opportunity for participation
- Strong support from Board / Senior Executive
- Evaluation outcomes
- Participant experiences



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