

Aspiring Mental Health and Addictions Nursing Leaders:

Five Year Outcomes of an Organization's Investment in a Structured Nursing Leadership Development Initiative

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Learning Objectives

To explore:

- Strategic organizational supports for:
 - promoting graduate nursing education
 - transitioning novice Master's prepared nurses into leadership roles
- The mutual benefits of mentorship for aspiring nurse leaders, their mentors and the organization
- Short term and longitudinal outcomes of investment in nursing leadership professional development in mental health and addictions settings

CAMH Context: Transformation in Mental Health Care

- Academic teaching hospital, University of Toronto
- Largest Canadian mental health & addictions facility
 - Over 34,000 clients per year (53% > one diagnosis)
 - Emergency Department (11,000 visits per year)
 - Inpatient and outpatient services across the lifespan
- Approximately 800 nurses
- Significant redevelopment & strategic initiatives (Vision 2020)



Nursing Leadership Development Priorities at CAMH

Advanced
Practice
Nurses

Clinical complexity & specialization: multiple mental health & substance-related diagnoses; targeted clinical populations

Lack of relevant advanced clinical experience*

Nurse
Managers

Operational complexity: specialized emergency department, inpatient & outpatient services

Lack of interest in challenging role*

Clinical
Informatics
Leaders

Technological complexity: fully integrated electronic health care record to support leading practices

An emerging nursing field*

Barford Advanced Practice Scholarships & Internships (Initiated 2012)

To invest in nursing leadership by professionally developing & retaining skilled nurses in advanced practice and leadership roles that will influence exceptional patient care at CAMH and beyond



Resource Investment

Ralph M. Barford Foundation, John and Jocelyn Barford Family Foundation, CAMH

Annual Activities	Annual Contribution: Barford Foundations*	Annual Contribution: CAMH
Three Graduate Education Scholarships (full time or part time)	\$30,000	
Two Internships (six months)	\$45,000	\$65,000
Personalized Mentorship (In Kind)		\$10,000
Investment Per Year	\$75,000	\$75,000

*Total Contributions of \$750,000 over 11 years

How the Barford Scholarships/Internships Work

Bachelors Prepared Nurses:

Gain Clinical Experience at CAMH (min 3900 hours past 3 years)

Barford Scholars:

Funding for Graduate Level Education (up to \$15,000)

Barford Interns:

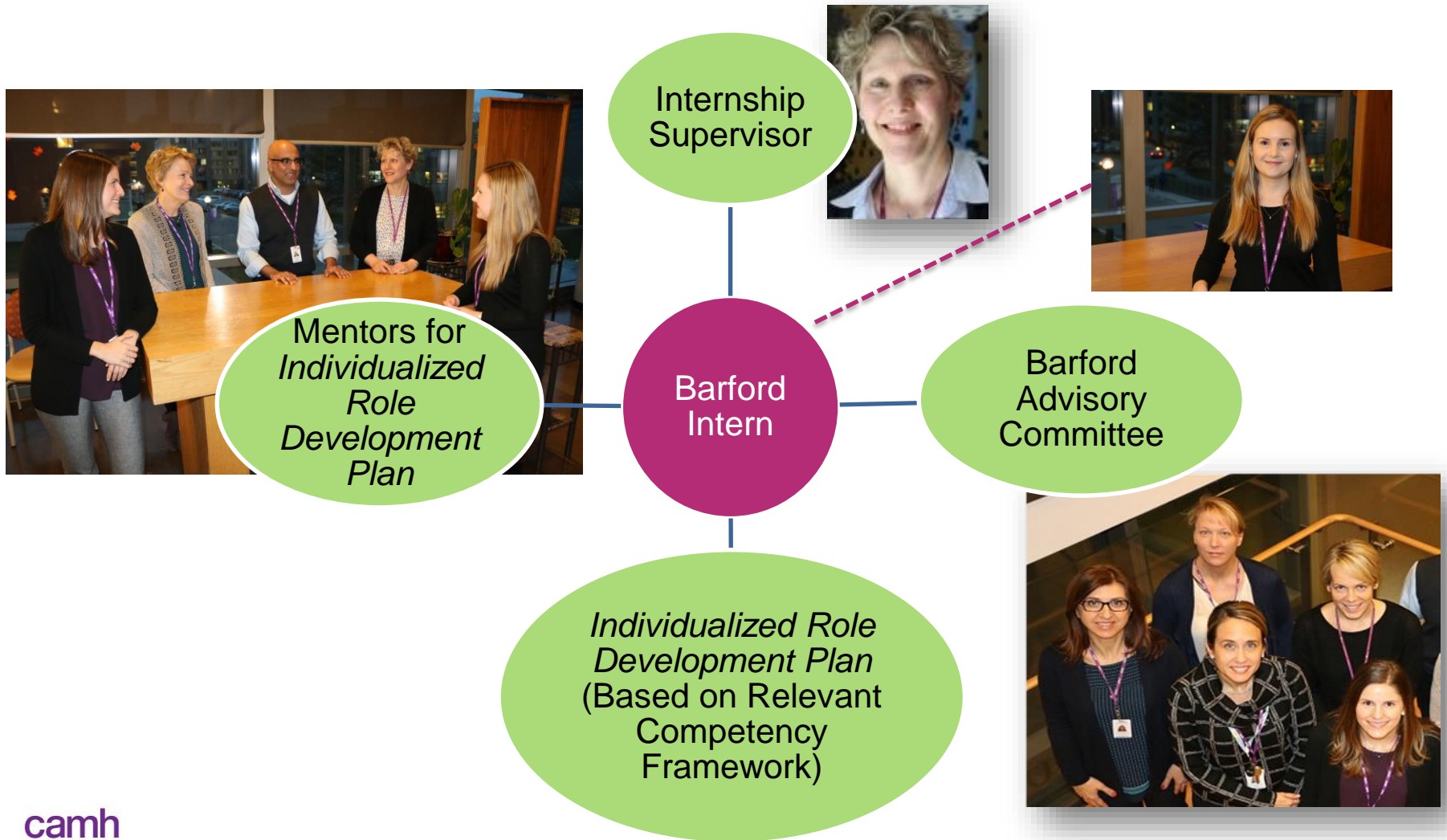
Paid Internships to Consolidate Advanced Practice & Leadership Competencies (6 Months, Full-time)

Transition to Nursing Leadership Roles:

Managers, APN's, Educators, Clinical Informatics, etc.



Internship: *Individualized Role Development Plan & Mentorship Network*





Descriptive Research Design: Two Phases

Phase One

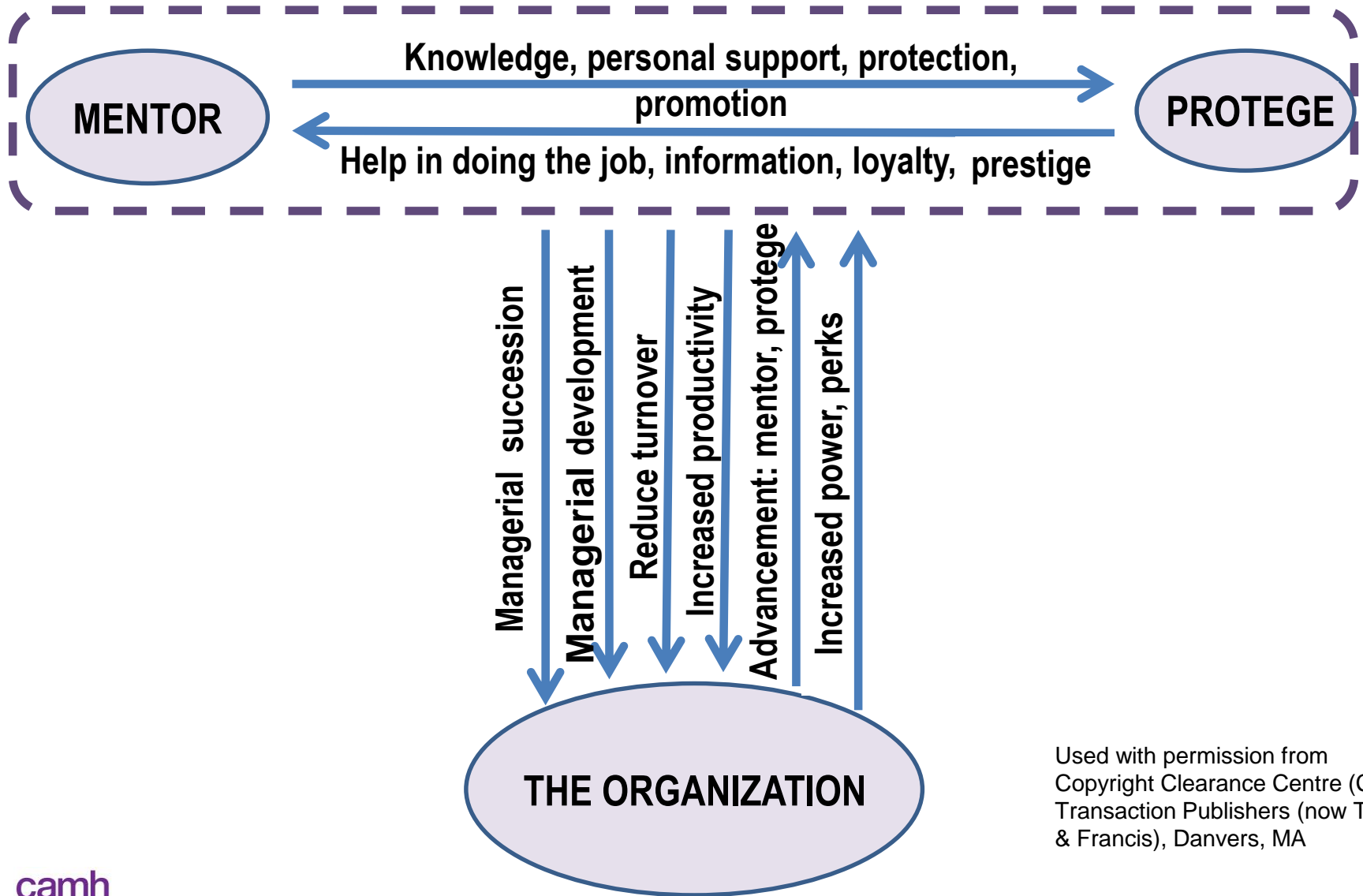
- **Purpose:** To assess the appropriateness of the Mutual Benefits Model (Zey 1991) as an evaluation framework
- **Focused Discussions:** Barford Advisory Committee

Phase Two

- **Purpose:** To collect and analyze data related to various indicators in the modified Mutual Benefits Model
- **Data Sources*:** Scholarship & internship application forms and curriculum vitae, Intern *Individualized Role Development Plans*, electronic survey tools, financial reports, etc.

*Outcomes/benefits reported on data collected as of July 2017

Evaluation Framework: Mutual Benefits Model (Zey 1991)



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Scholar Mentees

- 35 scholarship applications; 16 (46%) received funding
- Average 5.9 years as RN's; average 4.6 years employed at CAMH
- 46% first employed at CAMH through Nursing Graduate Guarantee Initiative
- 15 in Master of Nursing programs (13 clinical, one health administration, one Primary Health Care Nurse Practitioner)
- One in Master of Health Informatics program





Outcomes/Benefits to Date: Scholar Mentees (N=13)

- Graduate studies improved understanding of:
 - Client-centred & culturally competent care
 - Broader health care system
 - Evidence-based care & knowledge translation
- High participation in leadership activities for personal challenge:
 - Team Leaders, Clinical Instructor, Nurse Champions
 - Nursing Practice Council & committees
- Engagement with mentor and leadership activities created:
 - Better understanding of nursing leadership roles/styles
 - Networking opportunities & knowledge of how to access resources
 - Safe space to receive feedback and improve practice

Intern Mentees

Internships	Advanced Practice Nursing (CNS or NP*)	Management	Clinical Informatics	Total (N)
Completed	4	2		6
In Progress	3		1	4
In Planning Phase	1*			1

Outcomes/Benefits to Date: Intern Mentees (N=6)

- *Individualized Role Development Plans:*
 - Knowledge development: Courses, internal educational resources
 - Skill development: Evidence-based clinical projects; management tasks
 - Confidence development: Projects/activities aligned with mentor goals
- Perceived benefits of internship:
 - Insight into leadership roles; able to plan next stage of career
 - Application of concepts learned at school; skill development
 - Networking; increased visibility; positioning for future jobs
- Specific benefits of mentorship:
 - Observation of different leadership/management styles
 - Exposure to mentors at different levels of the organization
 - Safe relationship(s) for feedback
 - Confidence boosting (e.g., job competitions)



Mentors: Reported Strategies



Coaching and Shadowing

- Regular meetings: 1 to 1 or by telephone
- Reflective practice discussions & supportive listening
- Shadowing leadership roles



Career Advisement

- Discussions: role identity
- Role-relevant learning plans (Interns) & resources to support goals
- Practice interviews & managing up



Support: Implementing Evidence Based Practices

- Assistance in identifying relevant literature: academic & clinical practice
- Academic presentations: coaching on abstracts & presentations



Peer Networking (Mentors)

- Barford Advisory Committee: mentor membership
- Sharing organizational resources and contacts

Outcomes/Benefits to Date: Mentors (N=15)

- Reported benefits of mentorship experience:
 - Further development of own leadership skills; greater awareness of own leadership style
 - Pride in helping to address the organizational needs (e.g., grooming individuals for nursing leadership gaps)
 - Improved networking (Barford Advisory Committee); team cohesion
 - Project advancement with assistance of Interns (own knowledge and skill enhancement)
 - Positive impact on careers; increased number of presentations and publications



Outcomes/Benefits to Date: Organization

- Transition of Interns into hard-go-fill nursing leadership roles:
 - Management (N=2)
 - Advanced Practice Nursing – Addictions, Acute Care (N=2)
 - Moved to leadership positions in other organizations (N=2)
- Senior CAMH leadership satisfaction:
 - Competitive recruitment strategy; “Barford Brand”
 - Positive relationship with Funder
- Organizational insight into nursing leadership development:
 - Importance of Nursing Graduates in longer-term leadership planning
 - Critical role of mentorship community
 - Importance of informal leadership opportunities
- Enhanced nursing scholarship:
 - Publications/presentations (mentee/mentor)
 - Linkages with national organizations





Next Steps

- Funding* will continue until 2022
 - Total 23 scholarships
 - Total 18 internships
- Review of leadership needs over time/adjustments in strategies
 - Types of graduate studies
 - Nature of internships
- Longitudinal outcomes/benefits will be tracked (mentee, mentor, organizational)
- Ongoing scholarship regarding nursing leadership development (presentations, publications)

***Special thank you to the Ralph M. Barford Foundation and the John and Jocelyn Barford Foundation**

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